COUNTY OF SAN DIEGO

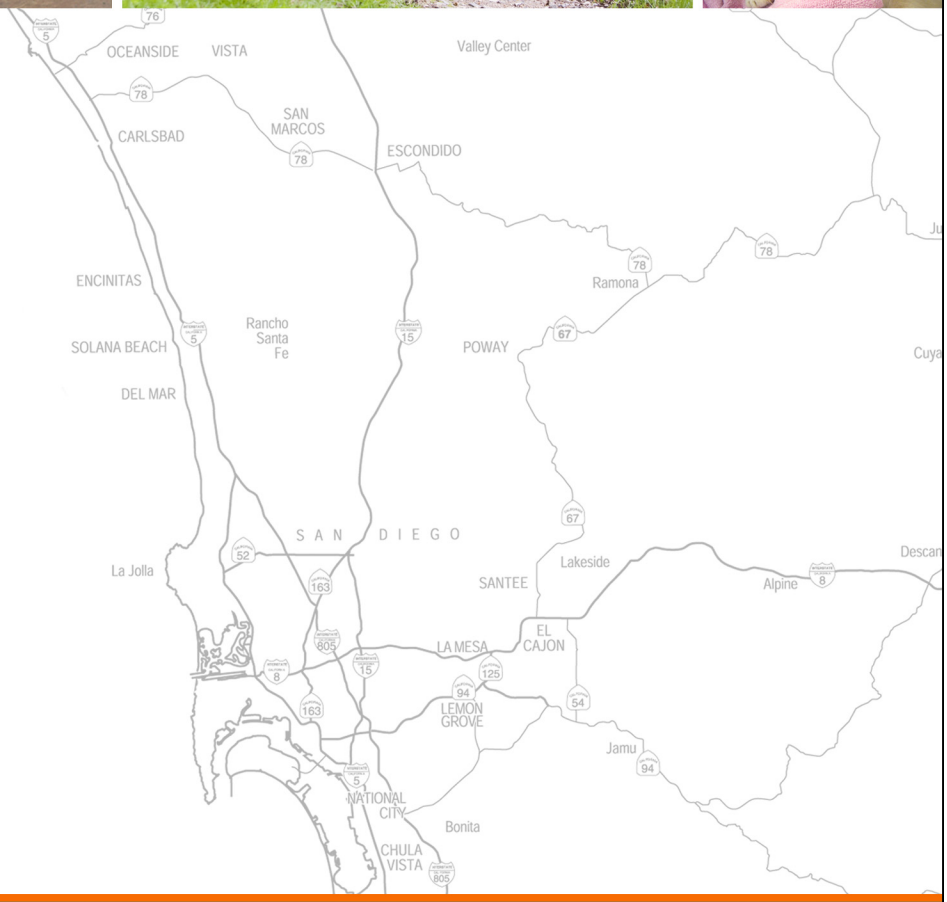
CAO Proposed Operational Plan | Fiscal Years 2010-2011 & 2011-2012

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, 2009

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, 2009.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

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COUNTY OF
SAN DIEGO
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County of San Diego

Board of Supervisors

Organizational Chart

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Operational Plan Format

Board of Supervisors

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Supervisor
District One

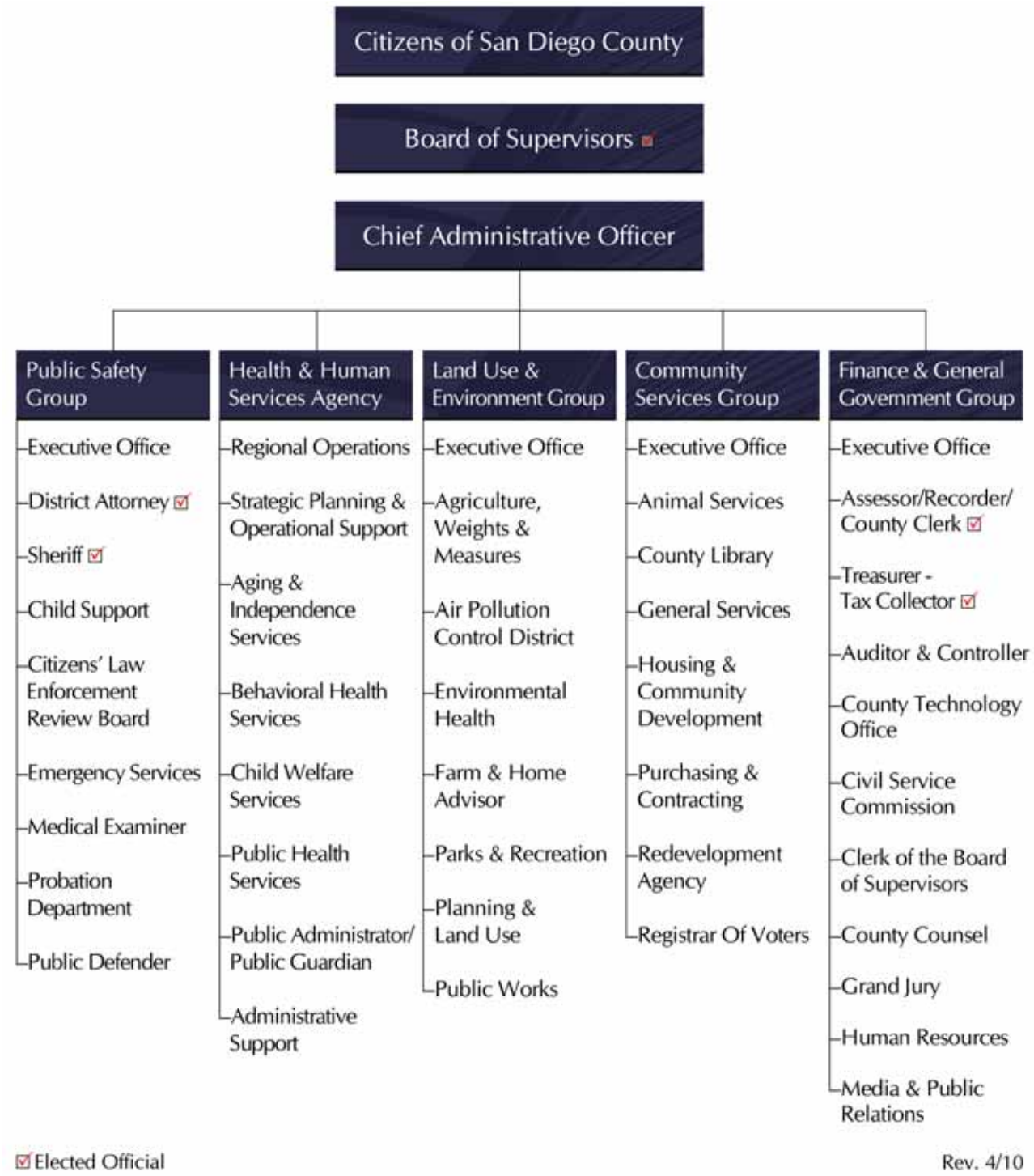
Dianne Jacob
Supervisor
District Two

Pam Slater-Price
Supervisor
District Three

Ron Roberts
Supervisor
District Four

Bill Horn
Supervisor
District Five

Organizational Chart



Message from the Chief Administrative Officer

Staying the Course

Planning for the breadth of services the County provides is a challenging job even in the best of times. No one needs a reminder - these are not the best of times. Fortunately the disciplined approach that we use to plan and manage the County's resources, the General Management System, is serving us well in this difficult economic period.

We have some evidence the economy is improving. The housing market may be on the rebound and retail sales appear to be stabilizing. While that's encouraging, unemployment is still high. Governments typically lag behind in an economic recovery and the County of San Diego is no exception. This coming year will be a lean one for the County. I am compelled to recommend an Operational Plan that is smaller than last year's in both dollar value and workforce. This Operational Plan presents a total proposed budget of $4.9 billion and 15,826 staff years for Fiscal Year 2010-11. That $4.9 billion represents a 2.9 percent decrease from the current fiscal year's budget of $5.01 billion. Staff years are 589 fewer, a 3.6 percent decrease. This staffing decrease continues the downsizing of the workforce that began last year when 774 staff years were eliminated.

We are faced with this situation because of the economy's adverse impact on revenues that we once relied on to meet the needs of a growing population. Some, such as various State revenues and those from property tax, are continuing to decline. Others, such as Proposition 172 and Realignment that depend upon consumer spending, are hovering at reduced levels last seen eight years ago. Meanwhile, many more of our region's residents - who have also hit been hard by this recession - need our services.

Despite these challenges, we have built a solid budget that maintains our commitment to long-term planning and fiscal stability. With the County's Strategic Plan as a guide, this Operational Plan preserves essential public safety and non-public safety services, continues the multi-year investment in the County's capital infrastructure, and positions the County for managing future anticipated increases in contributions to the retirement fund.

We'll focus on emergency preparedness, fire protection and public safety, promoting healthier living habits, conducting the November 2010 gubernatorial and general election, opening new libraries in Fallbrook and Ramona, and completing Phase 1 of the County Operations Center and Annex redevelopment project. The County will also expand and protect park and open space resources and continue to promote sustainability and conservation.

We are committed to providing the essential services our residents depend on. Part of that commitment means constantly reevaluating how we do business and instituting additional efficiencies, new technologies and new work methods - enabling County workers to quickly identify and adapt to changing public needs. For example, we're developing a more efficient model for staffing juvenile camps, and a more streamlined approach for land development permit processing.

We are also committed to fiscal stability and in this environment that unfortunately means that we must continue to identify and reduce or eliminate non-core, discretionary services. Some changes for Fiscal Year 2010-11 include reduced days of operation at certain County parks, increased caseloads and response times in Child Welfare Services, elimination of juvenile diversion services, fewer new books and materials in County libraries and fewer grant dollars for community organizations.

Despite these economic times, the County achieved many significant objectives during the past year. We opened the new, 84,000 square foot, state-of-the-art Medical Examiner & Forensic Center in Kearny Mesa, the first building completed in the planned County Operations Center Complex. The Board of Supervisors budgeted $85 million for the project; the project came in on time and under budget - and the County paid cash.

Through more than 35 awards of federal stimulus funds totaling $98 million, the County has worked to improve health, public safety and infrastructure like roads and airport runways.

Looking forward, we will stay the course. We'll continue to deliver top-notch services to our customers and we'll do it with a leaner workforce that has become adept at finding innovative solutions.

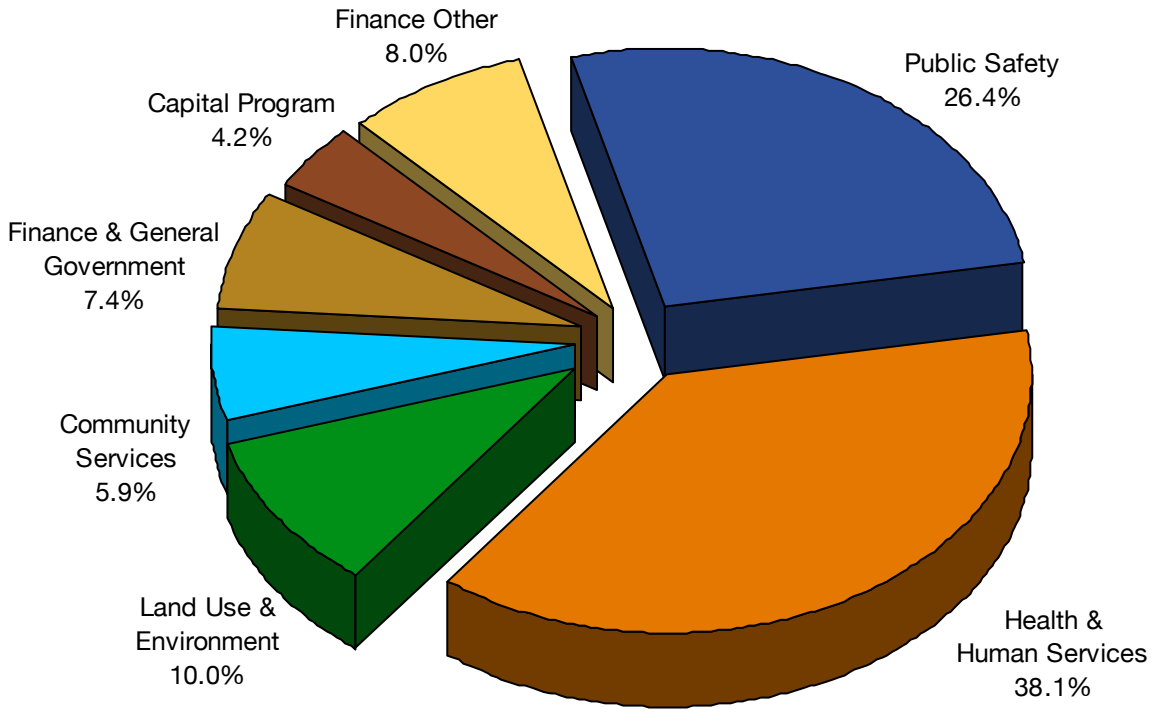
The expertise and commitment of our employees, coupled with the pragmatic and seasoned leadership of the Board of Supervisors, will carry us into better days. When the economic cycle turns upward again, we will be better positioned than ever to do what we do best: serve the public.

I invite you to read more about the County's accomplishments, objectives and proposed programmatic changes in the individual group and department sections that begin on page 109.

Walter F. Ekard, Chief Administrative Officer

2010-11 CAO Proposed Budget at a Glance

CAO Proposed Budget by Functional Area — All Funds

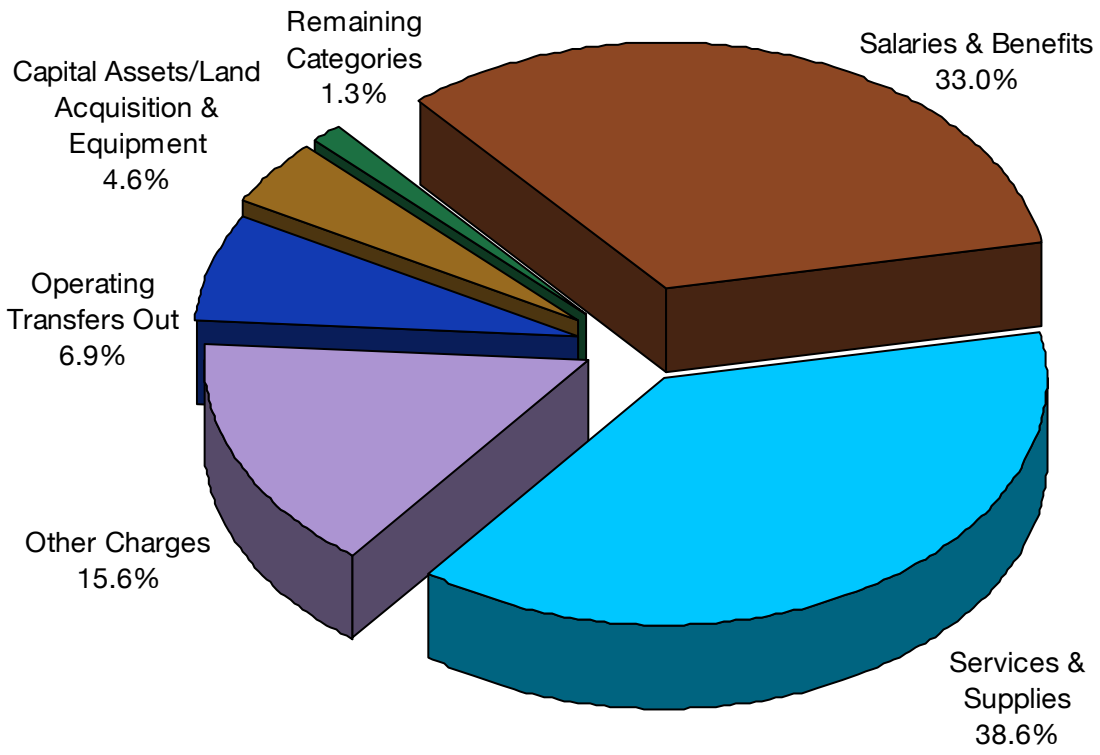


Budget by Functional Area - All Funds

	Budget in Millions	Percentage of Total Budget
Public Safety	$ 1,282.8	26.4%
Health & Human Services	1,854.7	38.1%
Land Use & Environment	486.7	10.0%
Community Services	284.9	5.9%
Finance & General Government	360.3	7.4%
Capital Program	202.2	4.2%
Finance Other	391.5	8.0%
Total	$ 4,863.2	100.0%

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

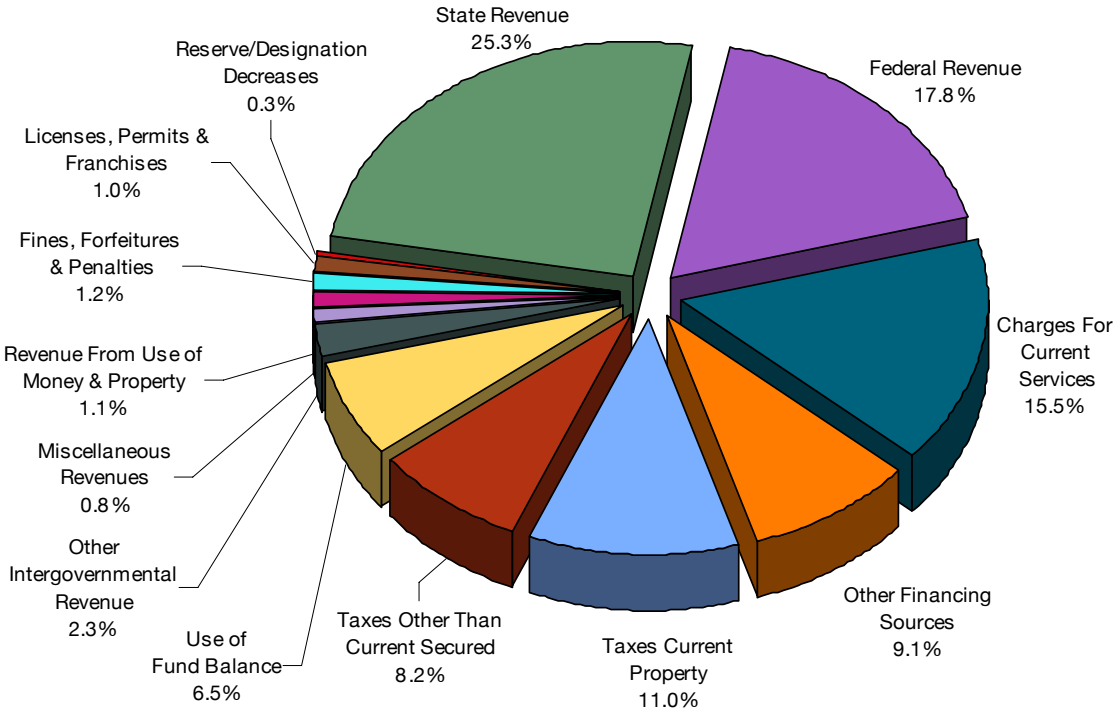
CAO Proposed Budget by Category of Expenditure — All Funds



Budget by Category of Expenditure - All Funds

	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	$ 1,604.9	33.0%
Services & Supplies	1,874.9	38.6%
Other Charges	760.6	15.6%
Operating Transfers Out	334.8	6.9%
Capital Assets / Land Acquisition	204.7	4.2%
Capital Assets Equipment	19.1	0.4%
Remaining Categories:		
Reserve/Designation Increases	33.4	0.7%
Management Reserves	28.7	0.6%
Contingency Reserves	22.1	0.5%
Exp Transfer & Reimbursements	(20.1)	(0.4%)
Total	$ 4,863.2	100.0%

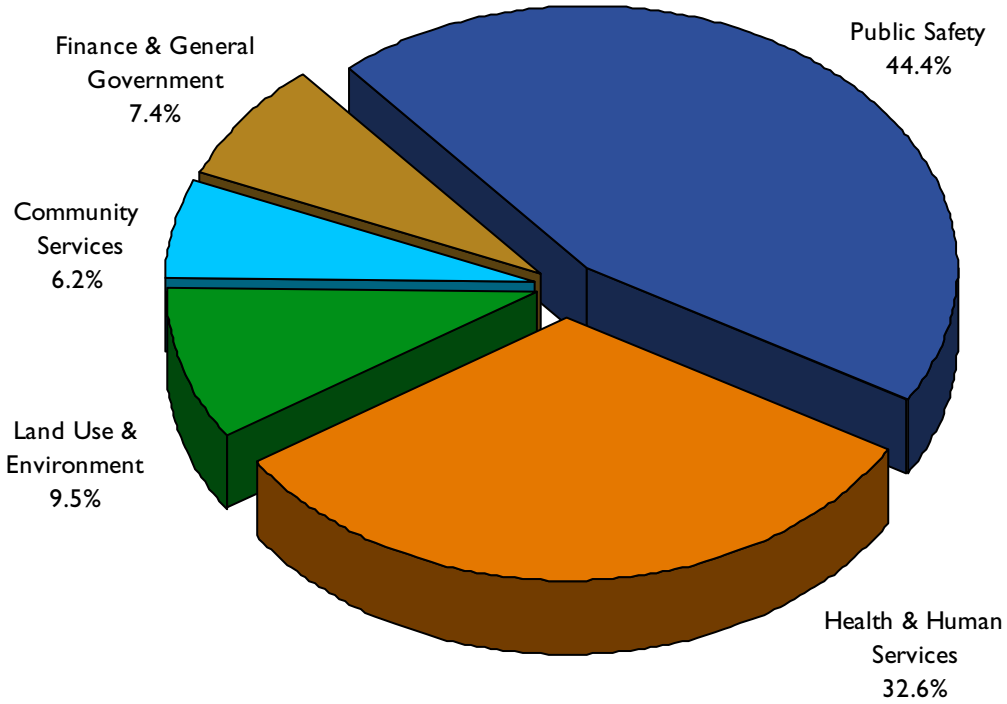
CAO Proposed Budget by Category of Revenue — All Funds



Budget by Category of Revenue - All Funds

	Budget in Millions	Percentage of Total Budget
State Revenue	$ 1,229.4	25.3%
Federal Revenue	864.5	17.8%
Charges For Current Services	753.1	15.5%
Taxes Current Property	535.5	11.0%
Other Financing Sources	441.2	9.1%
Taxes Other Than Current Secured	397.4	8.2%
Use of Fund Balance	318.4	6.5%
Other Intergovernmental Revenue	113.5	2.3%
Fines, Forfeitures, & Penalties	56.6	1.2%
Revenue From Use of Money & Property	54.6	1.1%
Licenses, Permits, & Franchises	49.1	1.0%
Miscellaneous Revenues	36.6	0.8%
Reserve/Designation Decreases	13.3	0.3%
Total	$ 4,863.2	100.0%

CAO Proposed Staffing by Group/Agency — All Funds



Staffing by Group/Agency - All Funds

	Staff Years *	Percentage of Total Staffing
Public Safety	7,025.25	44.4%
Health & Human Services	5,156.25	32.6%
Land Use & Environment	1,501.00	9.5%
Community Services	978.25	6.2%
Finance & General Government	1,165.50	7.4%
Total	15,826.25	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.

Mission and Vision

MISSION

To efficiently provide public services that build strong and sustainable communities

VISION

A county that is safe, healthy and thriving

STRATEGIC INITIATIVES

Kids

Improve opportunities for children and families

The Environment

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

Safe and Livable Communities

Promote safe and livable communities

San Diego County Facts and Figures

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

POPULATION:	***2008***	***2009***
	3,131,552	3,173,407

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

Source: California Department of Finance, May 2009; U.S. Census Bureau, Table 7: Population Estimates for the 100 Largest U.S. Counties, March 2009

INCORPORATED CITIES:	18

CIVILIAN LABOR FORCE:	***2009***	***2010***
	1,557,400	1,553,250

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2009 Annual Average and 2010 Jan-Feb Average

UNEMPLOYMENT RATE:	***2009***	***2010***
	9.7%	10.9%

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2009 Annual Average and 2010 year-to-date data

EMPLOYMENT MIX (Industry)[1]	***2010 Employees***	***Percent of Total***
Government	225,400	18.5%
Professional & Business Services	195,200	16.0%
Trade, Transportation & Utilities	194,100	15.9%
Leisure and Hospitality	151,000	12.4%
Educational & Health Services	146,800	12.0%
Manufacturing	90,900	7.5%
Financial Activities	67,800	5.6%
Construction	56,600	4.6%
Other Services	46,300	3.8%
Information	35,900	2.9%
Farming	9,300	0.8%
Natural Resources & Mining	300	<0.1%
Total	1,219,600	100.0%

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

Source: California Employment Development Department, Labor Market Information Division (March 2010 Benchmark, Preliminary)

TEN LARGEST EMPLOYERS: (as of April 1, 2008)	***2008***
State Government	41,400
Federal Government(1)	40,800
University of California, San Diego	30,078
County of San Diego	16,303
San Diego Unified School District(2)	15,800
Sharp HealthCare	14,390
Scripps Health	11,690
City of San Diego	11,054
Qualcomm Inc.	9,444
Kaiser Permanente	7,608

(1)Employment figures are as of January 1, 2008

(2)Employment figures provided by the San Diego School District Web site

Source: San Diego Business Journal, April 28, 2008

MEDIAN HOME PRICE [1]:	Dec 2007	Dec 2008	Dec 2009
Source: California Association of Realtors/DataQuick Information System [1] Median price of homes sold in December of each reported year	$437,000	$300,000	$330,000

2008 MEDIAN HOUSEHOLD INCOME: (not adjusted for inflation) $63,026 *Source: U.S. Census Bureau*	**FISCAL YEAR 2009-10 ASSESSED VALUATIONS:** $396.3 billion *Source: San Diego County Assessor/Recorder/ County Clerk*
2009 NUMBER OF HOUSEHOLDS: 1,145,548 *Source: San Diego Regional Association of Governments*	**2009 CONSUMER PRICE INDEX:** 242,270 *Source: State of California Department of Industrial Relations, 2009 Annual Average*

MILITARY INSTALLATIONS:
United States Coast Guard Sector San Diego
Marine Corps Air Station Miramar
Marine Corps Base Camp Pendleton
Marine Corps Recruit Depot San Diego
Naval Air Station North Island
Naval Amphibious Base Coronado
Naval Base Point Loma (including SPAWAR)
Naval Medical Center San Diego
Naval Station San Diego
Source: U.S. Department of Defense 2008

LAND USE: (acres) in descending order [1]	2009
Parkland	1,070,803
Vacant or Undeveloped Land	871,720
Residential	345,363
Public/Government	151,700
Agriculture	118,836
Other Transportation	99,281
Commercial/Industrial	69,482
Total	2,727,185

Source: San Diego Association of Governments (SANDAG), 2009

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

AGRICULTURAL PRODUCTION:	2008 Value	2008 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$1,042,703,756	10,670
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$239,810,088	43,624
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$163,027,398	7,228
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$85,449,409	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	$12,575,250	—
Field Crops (e.g., pastures, ranges, hay, etc.)	$4,599,445	251,244
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	$3,186,328	—
Timber Products (e.g., firewood and timber)	$870,000	—

Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures 2008 - San Diego County Crop Statistics & Annual Report

TOURIST ATTRACTIONS:

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

Source: San Diego Convention and Visitors Bureau

TOTAL VISITORS (2009): 29,606,000

Source: San Diego Convention and Visitors Bureau

San Diego County Profile and Economic Indicators

History & Geography

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

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,261 square miles, approximately the size of the state of Connecticut, extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border. It is the southwesternmost county in the contiguous 48 states.

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

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

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

County Population

San Diego County is the southernmost major metropolitan area in the State. The State of California Department of Finance estimates the County's population to be 3,173,407 as of January 2009 (the latest date of available data), an increase of approximately 1.3% over the estimated January 2008 revised total of 3,131,552.

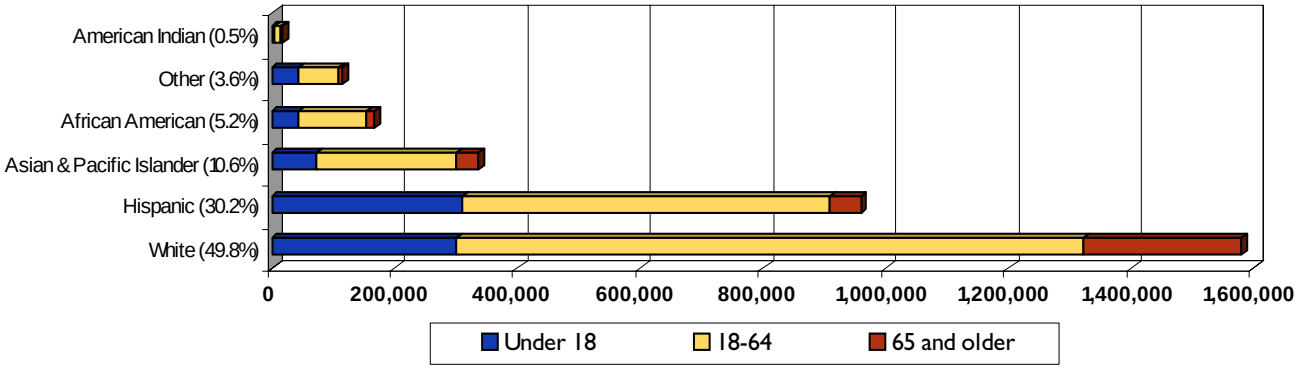
San Diego County Population

	2000	2009	% Change
Carlsbad	78,306	104,652	33.6
Chula Vista	173,543	233,108	34.3
Coronado	24,100	23,028	(4.4)
Del Mar	4,389	4,591	4.6
El Cajon	94,869	98,133	3.4
Encinitas	57,955	64,145	10.7
Escondido	133,663	144,831	8.4
Imperial Beach	26,992	28,243	4.6
La Mesa	54,749	56,881	3.9
Lemon Grove	24,918	25,650	2.9
National City	54,260	56,522	4.2
Oceanside	161,039	179,681	11.6
Poway	48,044	51,126	6.4
San Diego	1,223,415	1,353,993	10.7
San Marcos	54,977	83,149	51.2
Santee	52,946	56,848	7.4
Solana Beach	12,979	13,547	4.4
Vista	89,857	96,089	6.9
Unincorporated	442,832	499,190	12.7
Total	2,813,833	3,173,407	12.8

Source: California Department of Finance

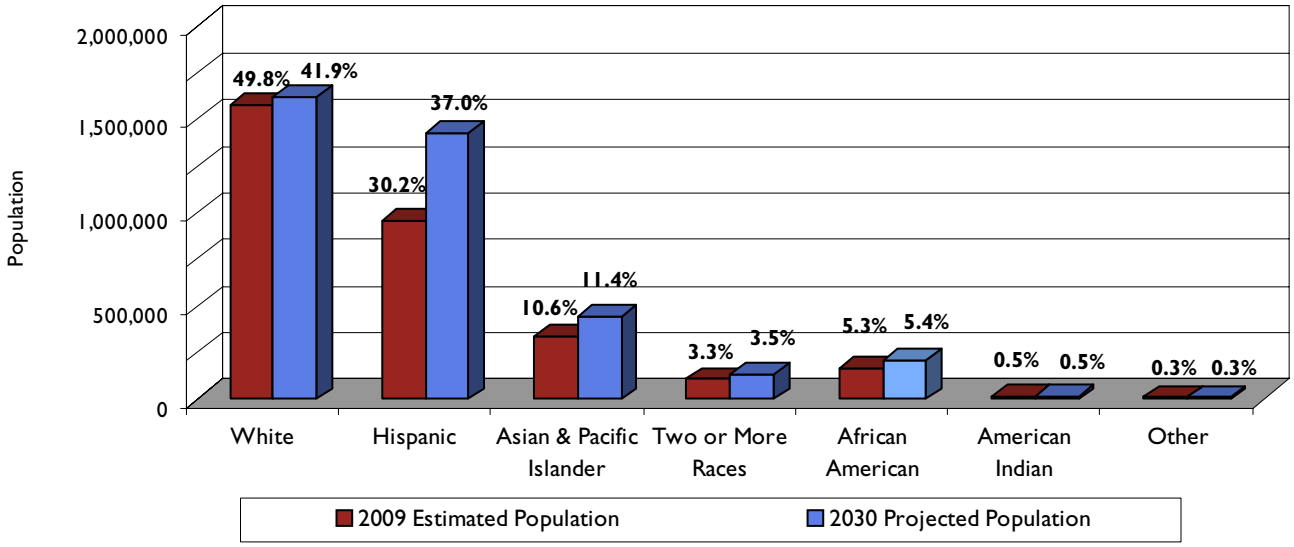
The total population of the county has grown 12.8% since 2000. Population growth has averaged 1.2% over the past 9 years; however, growth has ranged from a high of approximately 1.9% in 2002 to a low of approximately 0.8% in 2006. Natural increase is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 10 years. San Diego County is the second largest county by population in California and the fifth largest county by population in the country, as measured by the U.S. Census Bureau.

2009 San Diego County Population Distribution by Race/Ethnicity and Age
Total: 3,173,407



Source: San Diego Association of Governments

San Diego County Population Distribution by Race/Ethnicity
2009 Estimated vs. 2030 Projection

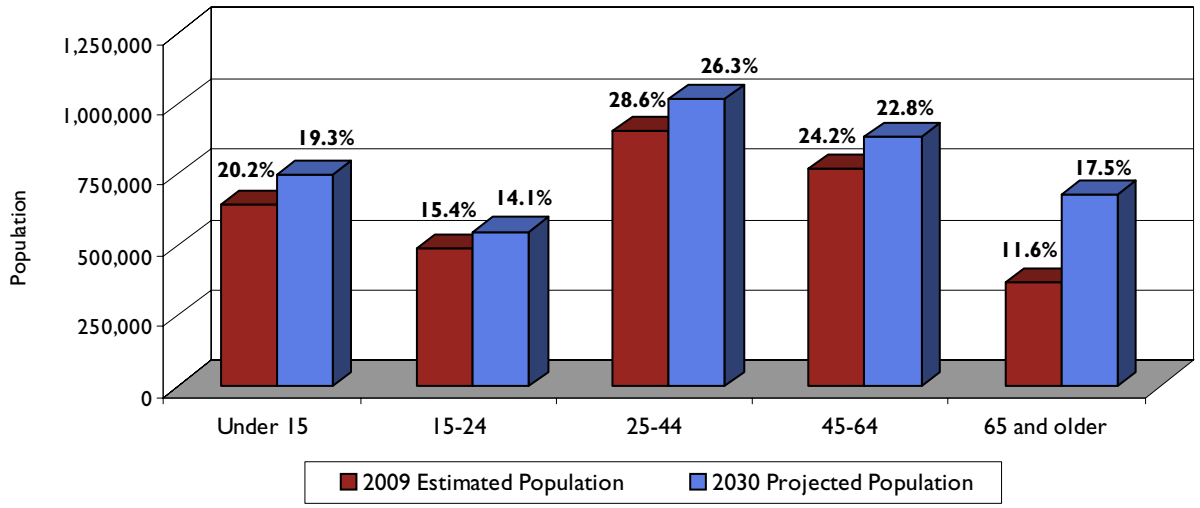


Note: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments (SANDAG) 2050 Regional Growth Forecast (Feb 2010) - 2030

The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments (SANDAG) based on its 2050 Regional Growth Forecast released in February 2010, a 38% increase from calendar year 2000. San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2030, San Diego's population breakdown will be 41.9% White; 37% Hispanic; 11.4% Asian and Pacific Islander; 5.4% Black; and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection. 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 county. As depicted above, SANDAG is projecting that the population of residents 65 years and older will increase 86% by 2030.

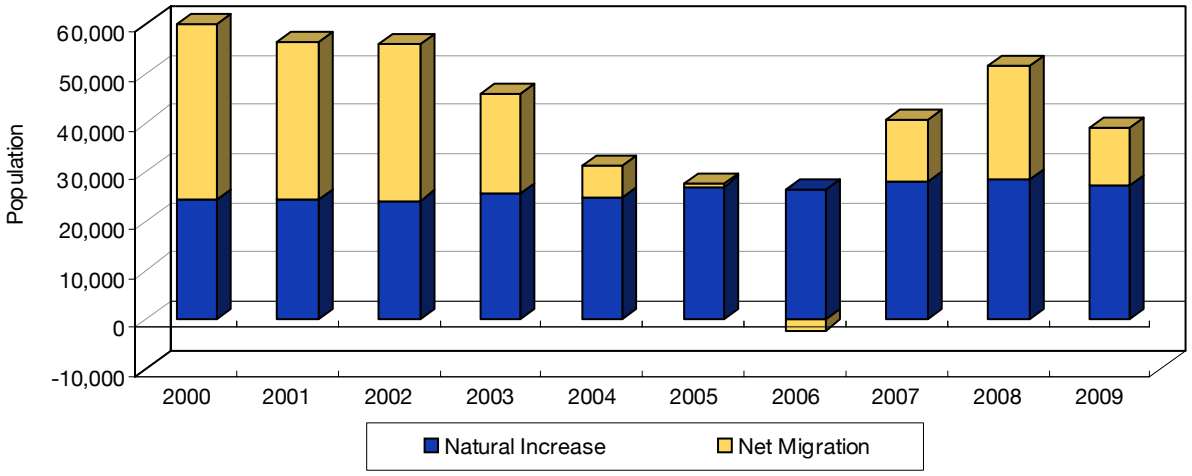
San Diego County Population Distribution by Age

2009 Estimated vs. 2030 Projection



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

Change in San Diego Population: 2000 - 2009



Note: Change in population data is stated on a fiscal year basis beginning July 1st.
Source: California Department of Finance

Economic Indicators

U.S. Economy

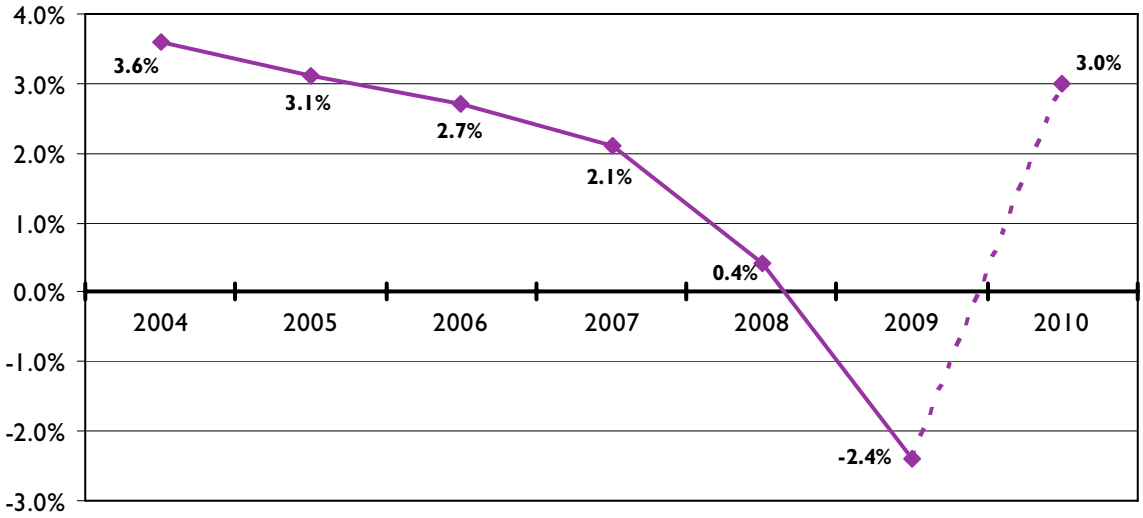
The U.S. economy suffered through a very deep recession beginning in December 2007 and continuing through the first half of 2009. It now appears that the downturn ended about the middle of 2009, approximately 18-20 months from when it began, making it the longest recession since the 1930s. (Source Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2010-11 Economic Forecast, February 2010).

A series of federal fiscal and monetary policy actions were initiated to address the credit crisis and economic volatility. The Federal Reserve 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 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.

According to the third estimate released by the Bureau of Economic Analysis, the U.S. economy increased at an annual rate of 5.6% in the fourth quarter of 2009. The increase in real Gross Domestic Product (GDP) in the fourth quarter primarily reflected positive contributions from private inventory investment, exports, personal consumption expenditures (PCE), and nonresidential fixed investment. The acceleration in real GDP in the fourth quarter primarily reflected acceleration in private inventory investment, an upturn in nonresidential fixed investment an acceleration in exports, a deceleration in imports that were partly offset by deceleration in PCE and in federal government spending.

Real GDP is forecasted to improve with projections of 3.2% growth in the first quarter and 2.4% growth in the second quarter of 2010. Real GDP growth is expected to continue to improve in 2011 but will be restrained by household and business uncertainty, only gradual improvement in labor market conditions, and slow easing of credit conditions in the banking sector. (See chart below for a historical comparison). The annualized forecast for 2010 depicts a Real GDP increase of 3.0% from the 2009 figure.

U.S. Gross Domestic Product Annual Percent Change
2004 - 2010



Notes: Gross Domestic Product (GDP) percent change measured by calendar year, based on chained 2005 dollars. The annual GDP percent change is projected for calendar year 2010.
Source: Bureau of Economic Analysis, U.S. Department of Commerce - March 26, 2010; UCLA Anderson Forecast - March 2010

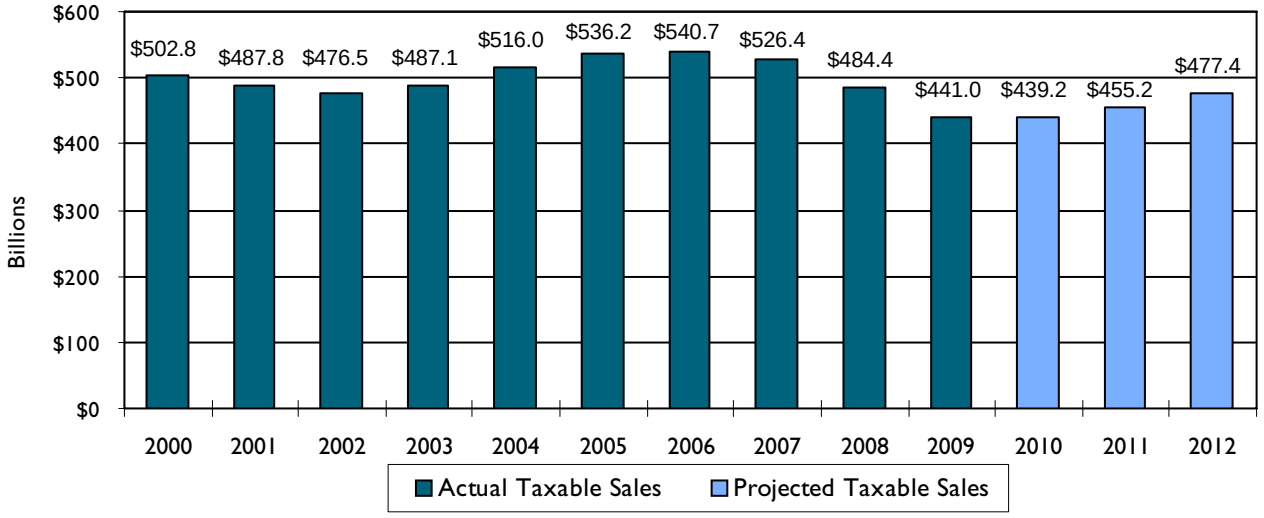
Minutes from the Board of Governors of the Federal Reserve System and the Federal Open Market Committee joint meeting from March 16, 2010 indicate that economic activity expanded at a moderate pace in early 2010. Business investment in equipment and software seemed to have picked up, consumer spending increased further in January, and private employment would likely have turned up in February in the absence of the snowstorms that affected the East Coast. Output in the manufacturing sector continued to trend higher as firms increased production to meet strengthening final demand and to slow the pace of inventory liquidation. On the downside, housing activity remained flat and the nonresidential construction sector weakened further.

Some significant risks facing the U.S. economy in 2010 include aftershocks from the financial crisis caused by both the near sovereign default in Dubai and fears of a potential default by Greece, double dip in housing, higher oil prices, premature policy tightening, continued high unemployment and high debt burden (Source: Global Insight's U.S. Economic Outlook - January 2010). Unemployment is expected to gradually decline in 2010, with a peak of 10.6% in January 2010, declining to 10.0% by the end of 2010. The unemployment rate in 2011 is expected to be 9.5%.

California Economy

Like the national outlook, California's economy has felt the impact of the worst recession since the Great Depression. Monthly job losses in 2009 have been high and only gradually decreasing, unemployment has inched up throughout the year reaching 12.2% in December 2009. See chart on page 23. Real personal income declined by 2.4%, and taxable sales declined by 9.0% in 2009. Consumer spending continues to be impacted by the economic volatility. See chart on page 21. Housing started to show improvement in 2009, with buyers returning to the market to take advantage of discounted home prices, government tax credits and low interest rates. The economic news in California is expected to get better during 2010, but slowly (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2010-11 Economic Forecast, February 2010). However, unemployment is still very high. In 2010, real personal income is expected to grow by 1.3%, but employment is expected to drop by 0.7% and taxable sales will decline at a 0.4% rate.

California Annual Taxable Sales Trend
2000 - 2012



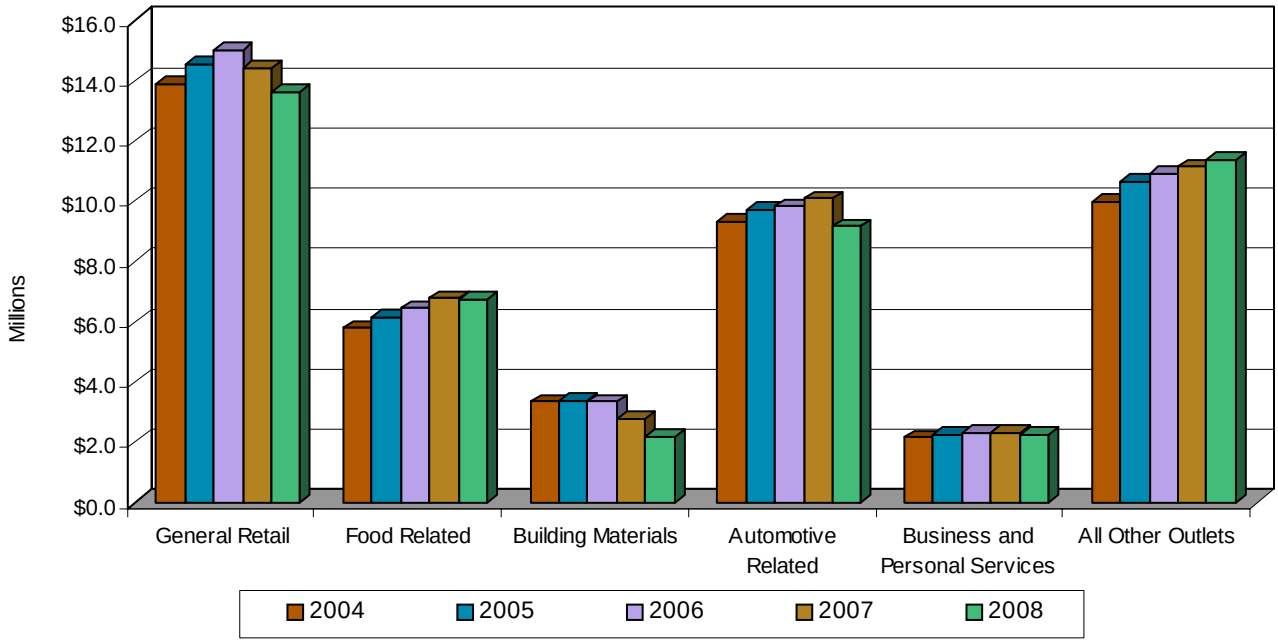
Notes: Taxable sales are stated in calendar year 2005 dollars
Source: UCLA Anderson Forecast, March 2010

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 shared the pain with the rest of Southern California in 2009. Construction, real estate, manufacturing and retail trade all suffered large employment declines. Unemployment in the region in 2009 averaged 9.7%, the highest rate in twenty years. Another indicator of economic health is county taxable sales. (See the chart below for more detail on taxable sales broken down by select categories.) Taxable sales started to decline overall in the County in 2007 and those trends continued in 2008. Data on taxable sales for 2009 is not yet available from the California State Board of Equalization, but a further decline is expected.

San Diego County Taxable Sales by Category



Source: State Board of Equalization

Categories of Taxable Sales include:

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

Automotive Related — automotive stores and service stations.

Food Related — food stores and eating and drinking establishments.

Building Materials — hardware stores.

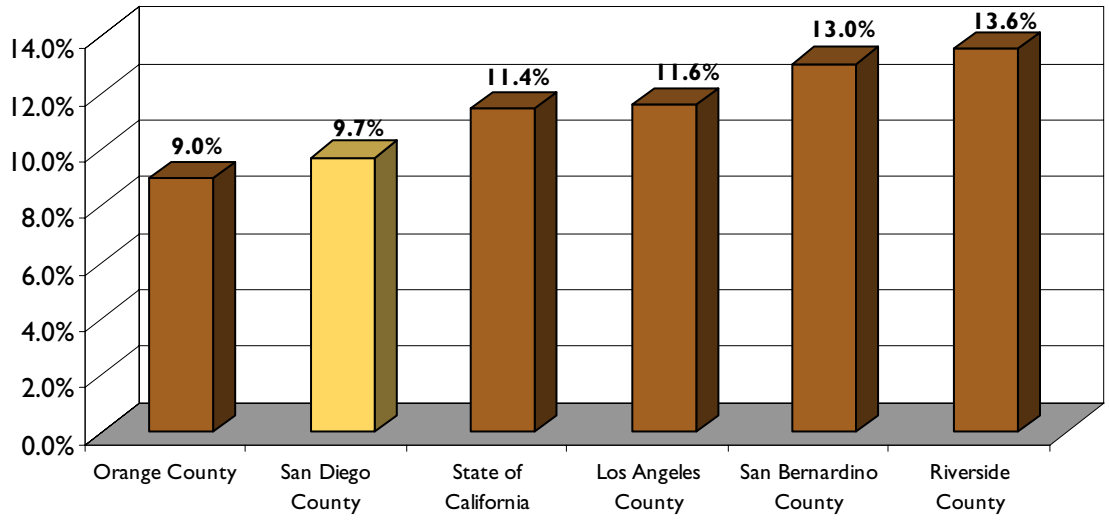
Business and Personal Services — for example: beauty salons and hotels.

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

Looking forward, 2010 is expected to improve slowly. Building permits, initial claims for unemployment insurance and help wanted advertising were all positive in February 2010, offset by a decline in stock prices and consumer confidence, as reported by the University of San Diego's Index of Leading Economic Indicators for San Diego. Positive forces in 2010 and into 2011 include federal defense spending with General Dynamics Nassco getting funding to produce two US Navy cargo vessels, Northrop Grumman receiving funding for five Global Hawk aircraft (robotic planes), and federal stimulus money allocated for sizable construction projects. While private non-residential construction has declined, there are still some projects in the works, including the Palomar Pomerado Health PMC West project, the Scripps Memorial Hospital expansion in Encinitas, and a new cardiovascular institute that is part of a renovation of the Scripps La Jolla campus. Poseidon Resources has been approved to start construction of a $300 million desalination plant in Carlsbad. Moreover, the Port of San Diego has embarked on a project to add a second cruise ship pier and renovate the existing terminal and the County of San Diego is redeveloping its operations center in Kearny Mesa.

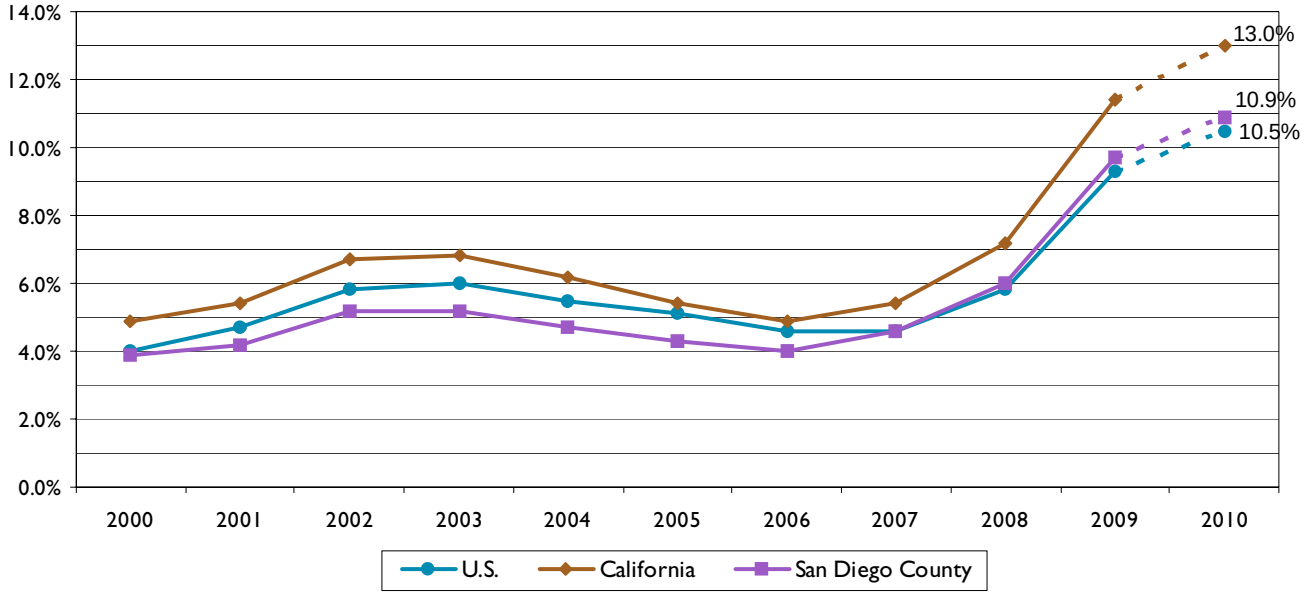
Approximately one-half of San Diego County's population is part of the civilian labor force (1,552,500 in February 2010). The region is also home to one of the largest military complexes in the world. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing slightly lower unemployment. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate. See chart below and on page 23.

Unemployment Rate Comparison - 2009 Monthly Average



Source: California Employment Development Department

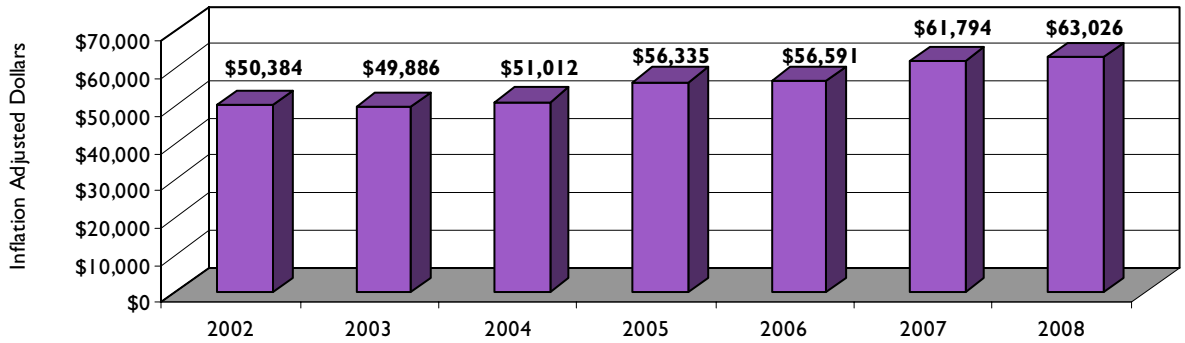
Annual Average Unemployment Rate Comparison
U.S., California and San Diego County



Notes: Unemployment rates are measured by calendar year. The rates for 2010 are a two-month average (Jan-Feb).
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 the high unemployment and constrained consumer spending.

San Diego County Median Household Income
2002 - 2008

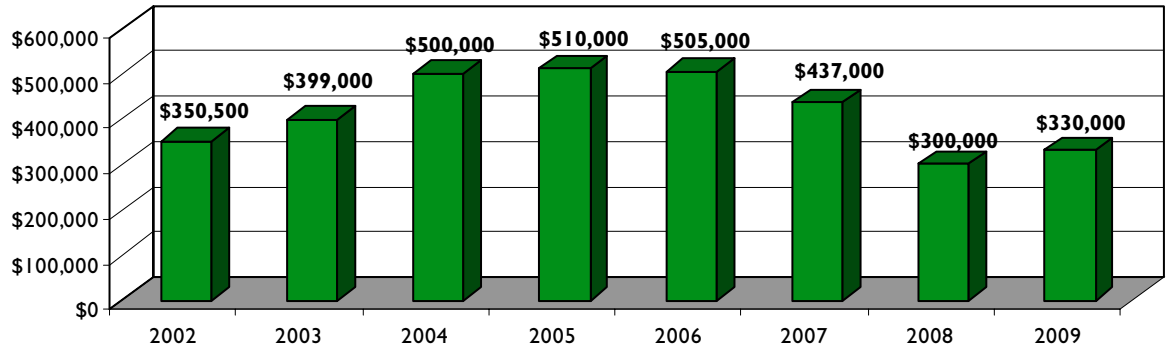


Notes: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau

An unintended consequence of the housing market's recent turmoil has been the improvement in housing affordability during this period. The California Association of Realtors index* for first-time buyers throughout California showed a marginal decrease for San Diego in December 2009. The percentage of households that could afford to buy an entry-level home in San Diego decreased to 57% from a high of 61% in March 2009. However, San Diego affordability is still up from 56% in December 2008, up from 31% in December 2007 and up from 23% in December 2006. The median home prices of existing homes sold reveals that prices are gradually increasing. During 2009, median home sales started to rebound from the nadir experienced at the end of 2008 and early 2009

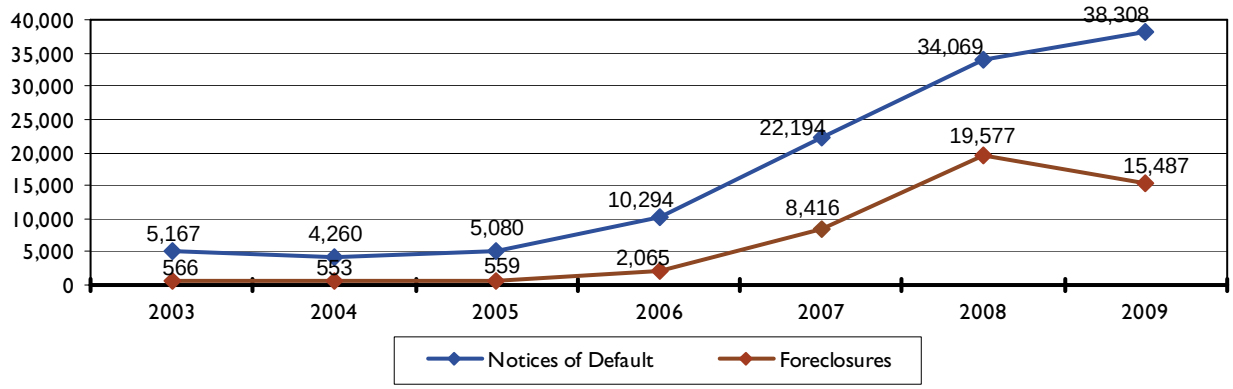
* The California Association of Realtors index is based on an adjustable rate mortgage with a 10% down payment and a first-time buyer purchase of a home equal to 85% of the prevailing median price. The improvement in the percentage of households that could afford to buy an entry-level home in San Diego 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.

San Diego County Median Price of Existing Homes Sold
2002 - 2009



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

San Diego County Total Notices of Default and Foreclosures
2003 - 2009



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 from 223,087 to a low of 115,540 in 2008 with marginal improvement in 2009 (119,153), illustrating the 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 increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. Foreclosures compared to notices of loan default averaged approximately 11.6% from 2003 through 2005. However, this percentage increased from 2006 to 2008, reaching 57.5% in 2008 and declining to 40.4% in 2009. 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 soared to 16.9% in 2008 before declining to 13.0% in 2009.

Although San Diego tourism slowed in 2009 with the number of visitors declining by 4.8% compared to 2008, tourism continued to be a stimulus to the local economy. Total visitor spending was approximately $7.0 billion in 2009, a drop of 12.1% from 2008 total visitor spending. The "Tourism Outlook" for San Diego County in 2010 reflects the perspective of an overall slow recovery nationally and internationally, with an expected increase of 2.6% in total visits in 2010 and a 5.0% increase in visitor spending. However, visitor expenditure levels are anticipated to remain below 2006 levels.

The state of the economy continues to be a drag on the ability of the County to fund and provide many of the services that County residents have come to expect. The revenue and workload impacts along with the strategies being employed by the County to manage the public's resources are described in the pages below that summarize the proposed expenditures, revenues and staffing levels for Fiscal Years 2010-11 and 2011-12 and in the individual Group and department presentations that begin on 109.

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 can be found on page 4.

The General Management System

The County's General Management System (GMS) is the framework that establishes and guides the management of County operations and service delivery to residents, businesses and visitors. The County sets goals, prioritizes the use of resources, evaluates performance, ensures cooperation and recognizes 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 and sets goals for the future. Long-range strategic planning requires assessing both where the County is and where it wants to be.

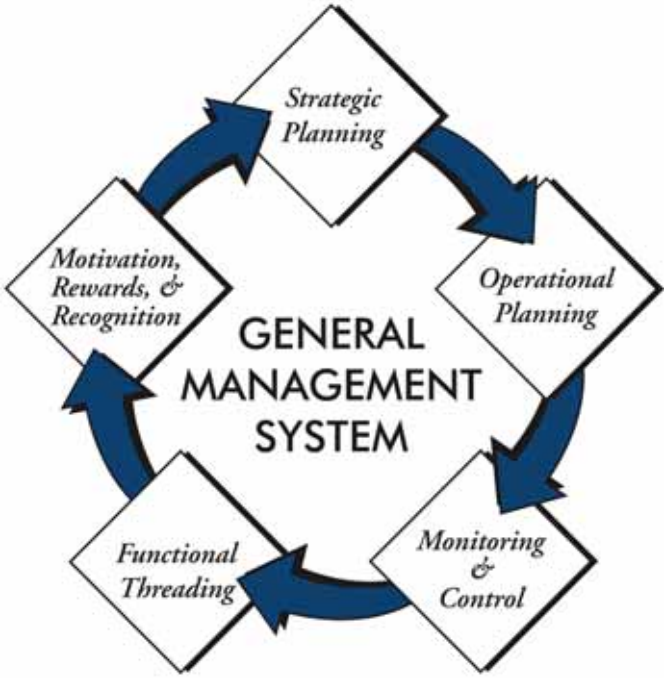
Operational Planning asks: *How do we get there from here?* Operational Planning allocates resources to specific programs and services that support the County's long-term goals over the next two fiscal years. This includes adoption of an annual budget and approval in principle of a second year spending 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, maximize efficiency 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 recognizing those who meet or exceed expectations. Motivation, Rewards and Recognition encourages individual and group excellence. The Operational Incentive Plans, Departmental Excellence Goals, the Do-It-Better-By-Suggestion (DIBBS) program and department recognition programs are the primary ways the County recognizes employees and encourages excellent performance.

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



GMS 2.0

During Fiscal Year 2008-09, the County launched GMS 2.0, an enterprisewide 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. The first thing the County does to ensure that it operates efficiently and effectively is to develop a long-term (five-year) Strategic Plan that sets forth the County's priorities and what it will accomplish with its resources. The Strategic Plan articulates the organization's external and internal priorities and the goals it will achieve in that period.

The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprisewide review of the issues, risks and opportunities facing the region and the County organization. The County's 2010-15 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),
- **The 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, 2010 through June 30, 2012). 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 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. It is submitted to the Board of Supervisors in mid-May of each year. It includes:

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

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

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

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

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

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

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

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

Note on Actual General Purpose Revenue and Use of Fund Balance in departmental tables - Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenue, fund balance, reserve/designation decreases and General Purpose Revenue Allocation. 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. These reports are placed on the Board of Supervisors regular agenda and are also posted on the Auditor and Controller's Web site.

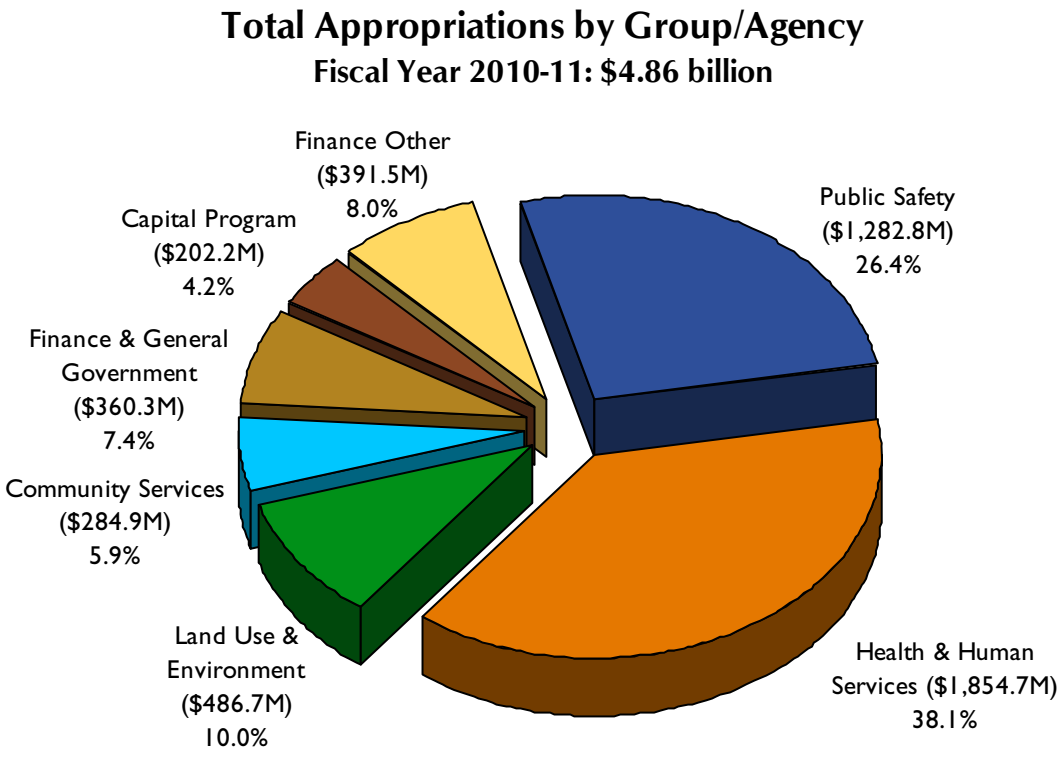
Financial Planning Calendar - 2010-11 Target Dates

Feb 1	Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 9	Budget Instructions for Operational Plan issued by OFP
Feb 11	Budget database opens for Operational Plan development
Mar 5	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 19	Budget database closed to departments to enable Groups to review
Mar 29	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 2	Budget database closed to Groups
Apr 12	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 26	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers
May 3	CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public
May 10	Change Letter Instructions issued by OFP and budget database opens for modifications
May 11	Board of Supervisors accepts CAO Proposed Operational Plan
May 24	Department Change Letter narratives due to Group for review
	Referrals to Budget sent to Groups by OFP
May 28	Budget Change Letter database closed to Groups
Jun 4	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
Jun 11	Deadline for Groups to submit responses to Referrals to Budget to OFP
Jun 14-23	Public Hearings on CAO Proposed Operational Plan (10 calendar days)
Jun 23	Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board
	The CAO Change Letter to be filed with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board
Jun 29-30	Board Budget Deliberations and approval of the 2010-12 Operational Plan
Aug 3	Board of Supervisors adopts Fiscal Year 2010-11 Budget

All Funds: Total Appropriations

Total Appropriations by Group/Agency

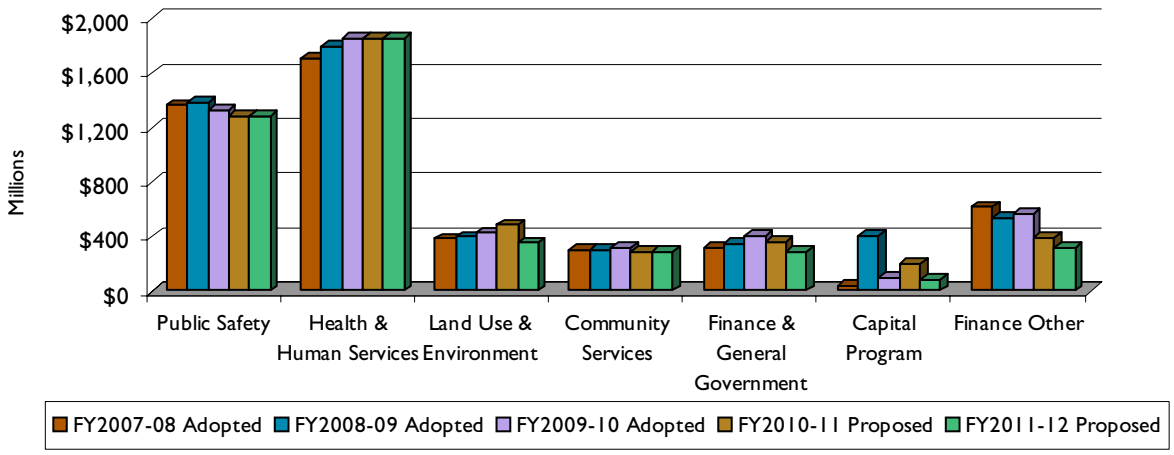
Appropriations total $4.86 billion in the Proposed Operational Plan for Fiscal Year 2010-11 and $4.47 billion for Fiscal Year 2011-12. This is a decrease of $145.0 million (-2.9%) for Fiscal Year 2010-11 from the Fiscal Year 2009-10 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Public Safety, Health and Human Services, Community Services, Finance and General Government, and Finance Other, while they are increasing in Land Use and Environment and the Capital Program.



The pie chart above shows each Group/Agency's share of the Fiscal Year 2010-11 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2010-11 and 2011-12 appropriations to the three prior fiscal years. An overview of the County's Operational Plan for Fiscal Year 2010-11 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 109.

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

Total Appropriations by Group/Agency
Fiscal Years 2007-08 Through 2011-12



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Public Safety	$ 1,366.0	$ 1,388.9	$ 1,330.5	$ 1,282.8	$ 1,284.1
Health & Human Services	1,712.1	1,797.7	1,860.9	1,854.7	1,856.0
Land Use & Environment	384.1	399.8	427.2	486.7	352.6
Community Services	303.3	303.7	313.3	284.9	288.8
Finance & General Government	315.6	350.6	407.2	360.3	286.7
Capital Program	34.1	406.2	99.7	202.2	82.1
Finance Other	616.6	541.2	569.4	391.5	317.8
Total	$ 4,731.7	$ 5,188.1	$ 5,008.2	$ 4,863.2	$ 4,468.1

Public Safety Group (PSG) — A proposed net decrease of 3.6% or $47.6 million from the Fiscal Year 2009-10 Adopted Budget. Resource reductions in local revenues and in State funding require continuing 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 changes include:

- Reductions to supervision services for adult probation offenders with substance abuse service needs due to the elimination of State funding for Proposition 36, Substance Abuse and Crime Prevention Act of 2000,
- Reductions in services to youth at risk of involvement in the juvenile justice systems,
- A more efficient staffing model for juvenile camps, which also results in a reduction in 30 beds available as a custody alternative,
- A further reduction of overtime costs in the Sheriff's department, totaling a 37% reduction over two years,

- Reductions in Court Security services due to a reduction in State funding,
- An increase in the length of prosecution investigations, time for case preparation and time to bring felony and misdemeanor cases to completion; the prosecution of these cases, however, will remain a priority, and
- The opportunity to provide enhanced law enforcement services on the Southern border, including the Border Crime Suppression Team and the Regional Cross Border Violence Project, services in the north county through the Street Narcotics/Gang Investigation Program, probation resources to participate in the Fugitive and Sexual Assault Felony Enforcement task forces, and funds to further develop evidence based probation supervision practices, with funds available through the American Recovery and Reinvestment Act of 2009 (ARRA).

Although significant service impacts are noted above, 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 include:

- Keeping communities safe through regional leadership and partnerships in public safety and criminal justice, including initiatives which break the cycle of criminal recidivism, protect the public, and focus on the successful reentry of offenders into the community upon leaving incarceration,
- 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, and
- Focusing on efficiency, performance results and evidence-based practices to identify the most effective and efficient public safety strategies to sustain critical public safety services with reduced resources.

Health and Human Services Agency (HHSA) — A proposed net decrease of 0.3% or $6.2 million from the Fiscal Year 2009-10 Adopted Budget. The net decrease is associated with reductions due to State cutbacks and the struggling economy, and the return of Child Care Stages II/III and the Alternative Payment Program child care services to the State, offset by increases in payments for CalWORKs Assistance, Aid to Adoptive Children providers, In-Home Supportive Services providers and contracts for the Communities Putting Prevention to Work (CPPW) Initiative funded with a Centers for Disease Control (CDC) ARRA grant.

This marks the first time since the inception of the Agency that the proposed budget declined from the prior year. The Agency faces over $70 million in funding challenges for the second consecutive year associated with the struggling economy and State budget cuts. Rising demands for services compound the financial challenge. Furthermore, in Fiscal Year 2010-11, the State enters its tenth year of failure to fund the cost of doing business.

In anticipation of these funding challenges, HHSA has been developing long range plans that align anticipated on-going funding with core, essential services that support the Agency's vision and strategic priorities. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Rolling out the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system including:
  - Implementing year 1 of the 2-year Communities Putting Prevention to Work initiative, a grant from the Centers for Disease Control and Prevention, American Recovery and Reinvestment Act, and
  - Implementing year 2 of the 3-year Nutritional Security Plan.
- Supporting critical, core services by:
  - Developing an approach to increase safe communities, supporting the County's strategic plan,
  - Pursuing innovation to improve services, including a minimum of four continuous improvement projects,
  - Putting into operation economic reality plans and management controls initiatives for fiscal responsibility and integrity,
  - Implementing viable, cost effective options identified in In-Home Supportive Services reform activities, and
  - Leading the nation in the movement toward national public health accreditation by completing the beta test process of the Public Health Accreditation Board. The County of San Diego is the only California jurisdiction to participate in this process.

Land Use and Environment Group (LUEG) — A proposed net increase of 13.9% or $59.5 million over the Fiscal Year 2009-10 Adopted Budget. Significant increases include Proposition 1B,*Transportation Bond Act,* funding for projects in the Road Fund, replacement reserves for the Spring Valley and Lakeside Sanitation Districts and the

rebudgeting of one-time appropriations for the Business Case Management System. Significant decreases include a reduction in salaries and benefits due to a reduction in staffing levels, and a reduction in capital assets equipment due to a projected decrease in requirements.

Key areas of focus include:

- Continuing Business Process Reengineering efforts,
- Protecting San Diego 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 via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste,
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county,
- Preserving and enhancing the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program, Special Area Management Plan and Resource Management Plans,
- 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 decrease of 9.1% or $28.4 million from the Fiscal Year 2009-10 Adopted Budget. The decrease is mainly due to the alignment of County Library resources to available funding, the non-recurrence of one-time funding that was included in the Fiscal Year 2009-10 Adopted Budget for the Documentum End Users License Agreement and for Housing and Community Development programs. Other significant decreases are in salaries and benefits due to a reduction in staffing levels and in capital assets - equipment from a reduction in the planned acquisition of replacement vehicles in the Fleet Internal Service Fund.

Key areas of focus 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,
- 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 decrease of 11.5% or $46.9 million from the Fiscal Year 2009-10 Adopted Budget. The decrease is mainly due to the non-recurrence of one-time information technology costs included in the prior year budget to support the upgrade of core financial and human resource software applications. This decrease also reflects expenditure reductions proposed due to decreased funding levels. However, these decreases are offset by increased funding for non-recurring one-time information technology initiatives including server consolidation/virtualization, upgrade of the Internet/intranet portal, enhancements to the Web integrated property tax payment system, and replacement of the legal case management system. Overall salaries and benefits increase because of the negotiated increases in salaries and benefits, but the proposed amount also reflects a decrease of 16.50 staff years.

Key areas of focus include:

- Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of federal economic stimulus funds,

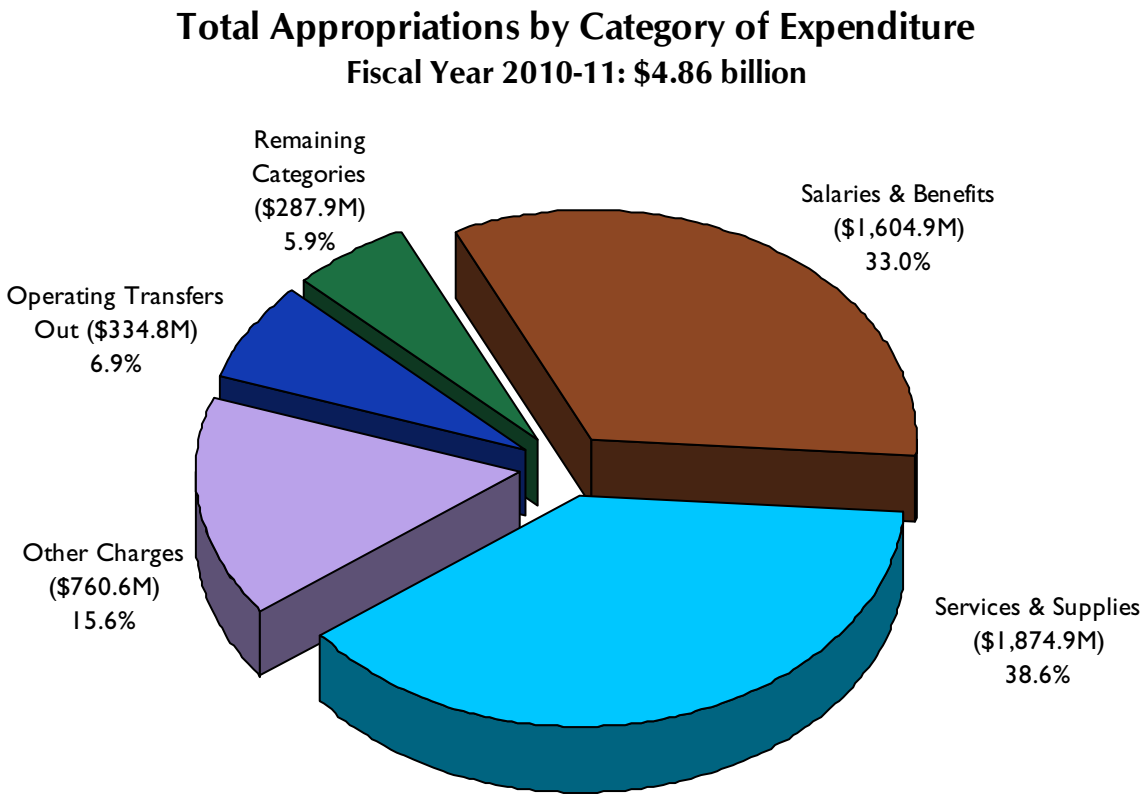
- Maintaining a robust, diverse and adaptable workforce,
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings,
- Maintaining a strong Treasurer's Investment Pool,
- Developing a new Integrated Property Tax System,
- Completing upgrades to the County's key financial and human resource systems,
- Modernizing the Recorder/County Clerk systems for improved customer service and to allow for electronic recording,
- Replacement of the existing legal case management 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 increase of $102.5 million (102.8%) from Fiscal Year 2009-10. The amount budgeted in the Capital Program can vary significantly from year to year. The Fiscal Year 2010-11 Capital Program includes: $119.8 million for the County Operations Center and Annex redevelopment - Phase 1B project (COC Phase 1B project), the addition of $55.0 million to the Women's Detention Facility replacement project, $10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP), $2.0 million for the Juvenile Probation Complex Parking Expansion project, $2.5 million for the Sweetwater Lane Park synthetic turf project, $1.5 million for Sweetwater Regional Park energy upgrades, $1.0 million for the Agua Caliente Park water, sewer and electrical line replacement project, $0.5 million for the Animal Services South Shelter Cat Housing Facility replacement project, and $0.2 million for the multi-purpose barn at the Animal Services South Shelter. $66.0 million of the COC Phase 1B project would be funded by a general fund contribution ($20.0 million of General Purpose Revenue and $46.0 million of fund balance) with the remainder to be financed with lease revenue bonds. All of the other capital projects listed would be funded by General Fund fund balance. Appropriations are also included in the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and other costs to maintain the Edgemoor property.

Finance Other — A proposed net decrease of $178.0 million or 31.2% from Fiscal Year 2009-10. 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. One-time appropriations in Fiscal Year 2009-10 included $100.0 million to pay off the Series B (variable rate) portion of the County's 2008 Pension Obligation Bond refunding and the creation of a $100.0 million fund balance Designation for Economic Uncertainty. A significant area of expenditure for Fiscal Year 2010-11 is in the general fund contribution to the Capital Program wherein $138.7 million is proposed for several projects as discussed above. See page 455 for the details of the proposed budget for Finance Other.

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 2010-11 Proposed Operational Plan is decreasing overall by $145.0 million from the Fiscal Year 2009-10 Adopted Operational Plan and decreasing further by $395.1 million in Fiscal Year 2011-12. The pie chart below shows the share of the Fiscal Year 2010-11 Proposed Operational Plan for each category of expenditure, while the bar chart and table on the next page compares the Fiscal Years 2010-11 and 2011-12 proposed appropriations to the three prior years.

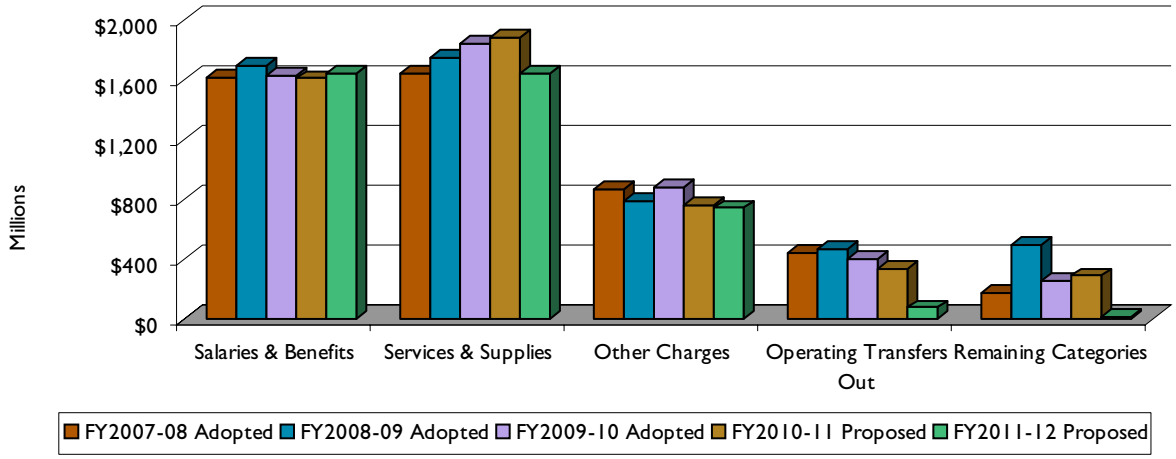


The changes by category are summarized as follows:

- **Salaries and Benefits** are decreasing overall by $24.4 million (-1.5%). The primary drivers of this change include the deletion of 588.75 staff years, a reduction in anticipated overtime and temporary help expenses, a negotiated 2% increase in base pay effective in July 2010, a negotiated 5% increase in the flexible benefit credit effective in January 2011, and an increase in unemployment insurance costs. Significant staff reductions are necessary due to insufficient revenues or declines in the demand for services (see various department sections for a discussion of these changes). In Fiscal Year 2011-12, the increase of $28.8 million (+1.8%) is primarily because of anticipated higher retirement contribution requirements and the full year effect of the flexible benefit credit increase that will take effect in January 2011. It also reflects a further decrease of 20.25 staff years. See Total Staffing on page 44 for a summary of staffing changes by functional area.
- **Services and Supplies** are increasing by a net of $38.3 million or 2.1%. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant

changes include an increase of $66.0 million related to the proposed financing structure for Phase 1B of the County Operations Center (COC) and Annex Redevelopment project, an increase of $21.5 million for contracted road services based on revenue from a Proposition 1B, *Transportation Bond Act,* allocation from the State, and a decrease of $38.0 million because of the non-recurrence of appropriations for one-time funding of the Enterprise Resource Planning (ERP) system upgrades. A decrease of 12.5% is shown for Fiscal Year 2011-12, dropping primarily because of one-time expenditures occurring in Fiscal Year 2010-11.

Total Appropriations by Category of Expenditure
Fiscal Years 2007-08 Through 2011-12



Total Appropriations by Category of Expenditure (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 1,613.2	$ 1,691.6	$ 1,629.3	$ 1,604.9	$ 1,633.8
Services & Supplies	1,636.0	1,741.7	1,836.6	1,874.9	1,640.5
Other Charges	863.4	785.7	874.7	760.6	741.4
Operating Transfers Out	446.2	472.7	407.1	334.8	333.7
Remaining Categories:					
Capital Assets/Land Acquisition	49.4	421.7	101.3	204.7	75.4
Capital Assets Equipment	32.1	24.9	27.2	19.1	17.7
Exp Transfer & Reimbursements	(19.0)	(19.7)	(20.5)	(20.1)	(20.2)
Contingency Reserves	24.1	24.4	22.7	22.1	22.1
Reserve/Designation Increases	57.9	4.1	100.3	33.4	0.0
Management Reserves	28.5	41.2	29.6	28.7	23.8
Total	$ 4,731.7	$ 5,188.1	$ 5,008.2	$ 4,863.2	$ 4,468.1

- **Other Charges** are decreasing by $114.1 million or 13.0%. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement Program and the Neighborhood Reinvestment Program. The decrease is primarily due to the non-recurrence of one-time appropriations that were included in the Fiscal Year 2009-10 Operational Plan for the prepayment of outstanding variable rate Pension Obligation Bonds. A further decrease is due to the return of the Child Care Stage II program to the State. Appropriations are proposed to be added for CalWORKs assistance payments based on caseload growth. A net decrease of 2.5% is projected in Fiscal Year 2011-12.
- **Operating Transfers Out**, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is decreasing by $72.3 million or 17.8%. The decrease reflects a reduction in the amount of revenues available in the Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* special revenue fund for transfer to the General Fund as a result of lower projected sales tax revenues in Fiscal Year 2010-11 (-$25.0 million); the non-recurrence of a one-time prepayment of the outstanding 2008 Series B1-2 Taxable Pension Obligation Bonds in Fiscal Year 2009-10 (-$24.1 million); the different mix and dollar value of capital projects being funded in the budget year compared to Fiscal Year 2009-10 (-$14.1 million); the non-recurrence of a transfer from the General Fund to the Purchasing and Contracting ISF related to document management system upgrades in Fiscal Year 2009-10 (-$5.0 million); the termination of General Fund support for the Library Fund (-$2.3 million); and miscellaneous other changes (-$1.8 million). A decrease of $1.1 million or 0.3% is projected for Fiscal Year 2011-12.
- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is increasing by $103.5 million or 102.2% from Fiscal Year 2009-10. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $204.7 million proposed to be budgeted for Fiscal Year 2010-11, $192.5 million is for projects in the Capital Program, with the remainder for projects in the Airport Enterprise Fund, and the Alpine, Lakeside and Spring Valley sanitation districts.

  The Fiscal Year 2010-11 Capital Program includes $119.8 million for Phase 1B of the County Operations Center and Annex redevelopment project, $55.0 million in additional seed money for a new Women's Detention Facility, and $10 million for land acquisition for the Multiple Species Conservation Program (MSCP). In addition, a total of $7.7 million is proposed for various other projects at sites including: Sweetwater Regional Park, Sweetwater Lane Park, Agua Caliente Park, Department of Animal Services' South Shelter, and at the Juvenile Probation Complex in Kearny Mesa. Of the $75.4 million proposed for Fiscal Year 2011-12, $70.0 million is for the new Women's Detention Facility, $2.5 million is for MSCP land acquisition, and the remainder is for projects in the Alpine, Lakeside and Spring Valley sanitation districts.
- **Capital Assets Equipment** is decreasing by $8.1 million or 29.8% from last year. This account primarily includes routine internal service fund purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year. The projected vehicle and heavy equipment replacement needs are down for Fiscal Year 2010-11. Further, the Fiscal Year 2009-10 budget included appropriations for some grant funded information technology equipment that will not recur in Fiscal Year 2010-11. A further decrease of $1.4 million is expected for Fiscal Year 2011-12.
- **Expenditure Transfers and Reimbursements** are decreasing by $0.4 million or 1.9%. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

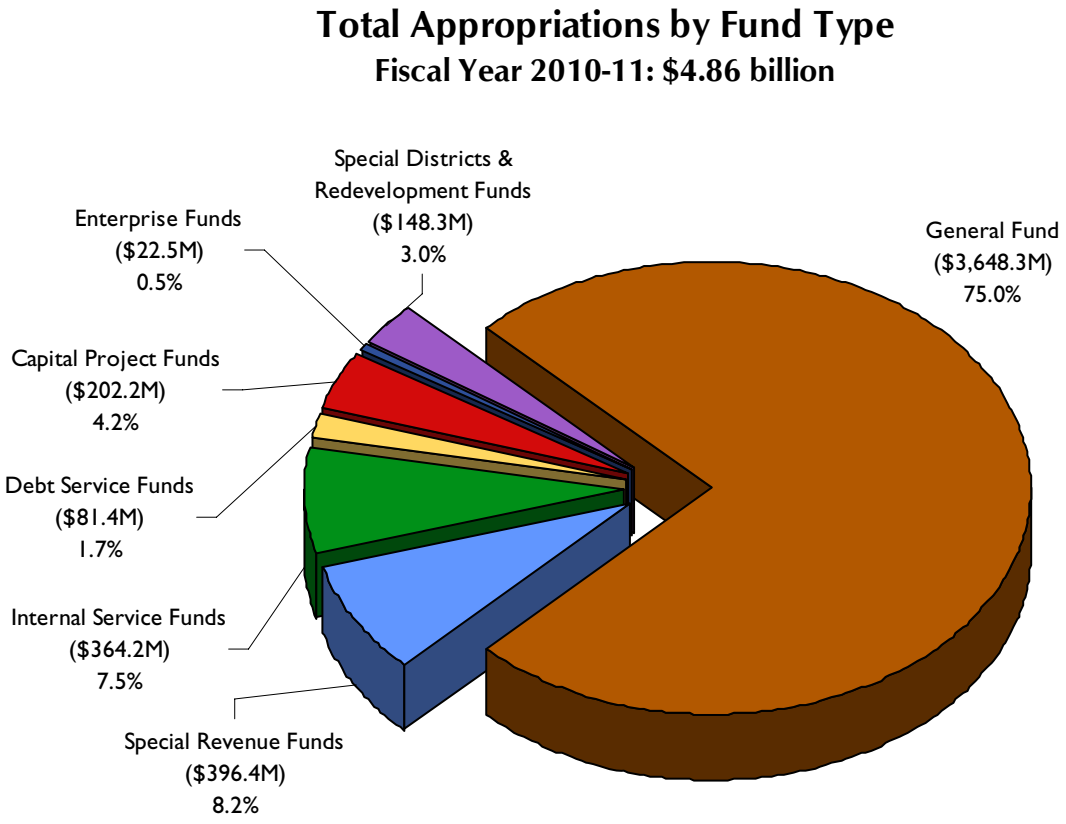
  The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One significant example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State/federal revenue account. An increase of $0.1 million

in Fiscal Year 2011-12 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 2010-11, three funds are proposed to have a contingency reserve. The General Fund contingency reserve is proposed to remain at $20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section beginning on page 455. The Employee Benefits Internal Service Fund is proposed to increase its contingency reserve to $2.0 million from $1.4 million in Fiscal Year 2009-10. The Fleet Internal Service Fund is proposed to have a $0.1 million contingency reserve, which is unchanged from Fiscal Year 2009-10. Contingency reserves in four Parkland Dedication funds were removed.
- **Reserve/Designation Increase** can vary from year to year depending upon the need to set aside fund balance for specific future uses. Fiscal Year 2010-11 includes proposed increases to Replacement Reserves for the Spring Valley Sanitation Maintenance and Operation District ($15.3 million), for the Lakeside Sanitation Maintenance and Operation District ($16.6 million), and for the Wintergardens Sewer Maintenance District ($0.2 million). A $1.3 million fund balance designation increase is proposed in order to set aside funds for the Registrar of Voters for the primary election in 2012.
- **Management Reserves** are decreasing by $0.8 million or 2.8%. 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 or department level.

Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary 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 92.)



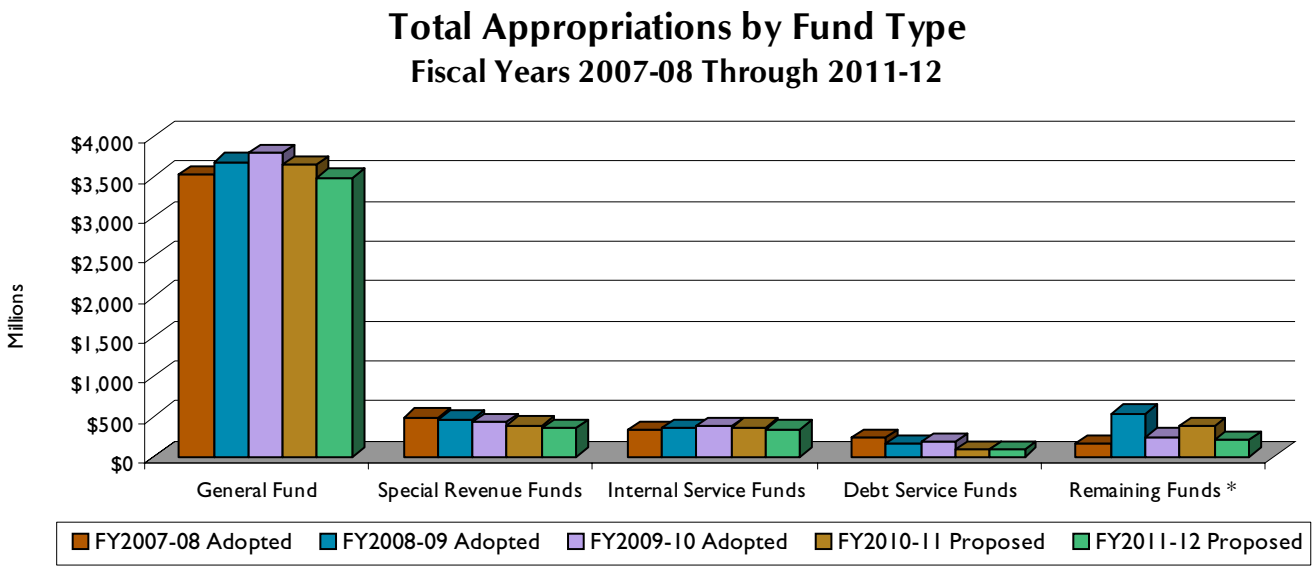
Governmental Fund Types

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

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

Debt Service Funds account for the accumulation of resources for and the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long- and short-term financial obligations can be found on page 84.

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



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

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 3,520.9	$ 3,679.5	$ 3,790.0	$ 3,648.3	$ 3,488.5
Special Revenue Funds	491.8	464.9	422.0	396.4	354.1
Internal Service Funds	333.5	353.9	374.7	364.2	342.7
Debt Service Funds	234.5	152.3	183.5	81.4	81.4
Capital Project Funds	34.1	406.2	99.7	202.2	82.1
Enterprise Funds	29.4	30.3	24.4	22.5	19.7
Special Districts & Redevelopment Funds	87.5	101.1	114.0	148.3	99.6
Total	$ 4,731.7	$ 5,188.1	$ 5,008.2	$ 4,863.2	$ 4,468.1

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.

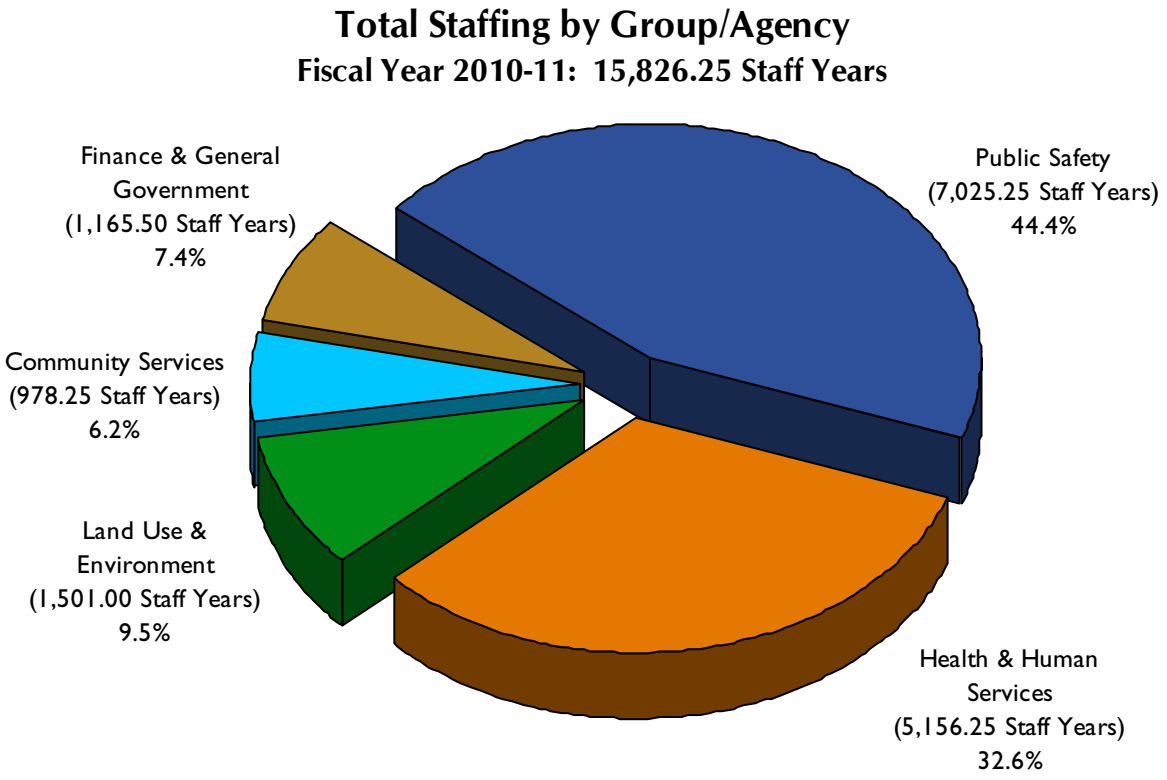
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10
Gann Limit	$ 2,949	$ 3,081	$ 3,300	$ 3,433	$ 3,619	$ 3,825	$ 3,897
Appropriations subject to the limit	$ 714	$ 717	$ 877	$ 1,002	$ 1,287	$ 1,340	$ 1,309

All Funds: Total Staffing

All Funds: Total Staffing

Proposed staff years[1] for Fiscal Year 2010-11 are 588.75 less than the Adopted Budget for Fiscal Year 2009-10, a decrease of 3.6% to 15,826.25 staff years. This decrease is directly attributable to the decline in the economy and the reduction in some instances of workload, but primarily due to available State and local revenues. A net decrease of 20.25 staff years is expected in Fiscal Year 2011-12. The staffing changes are summarized below by Group.

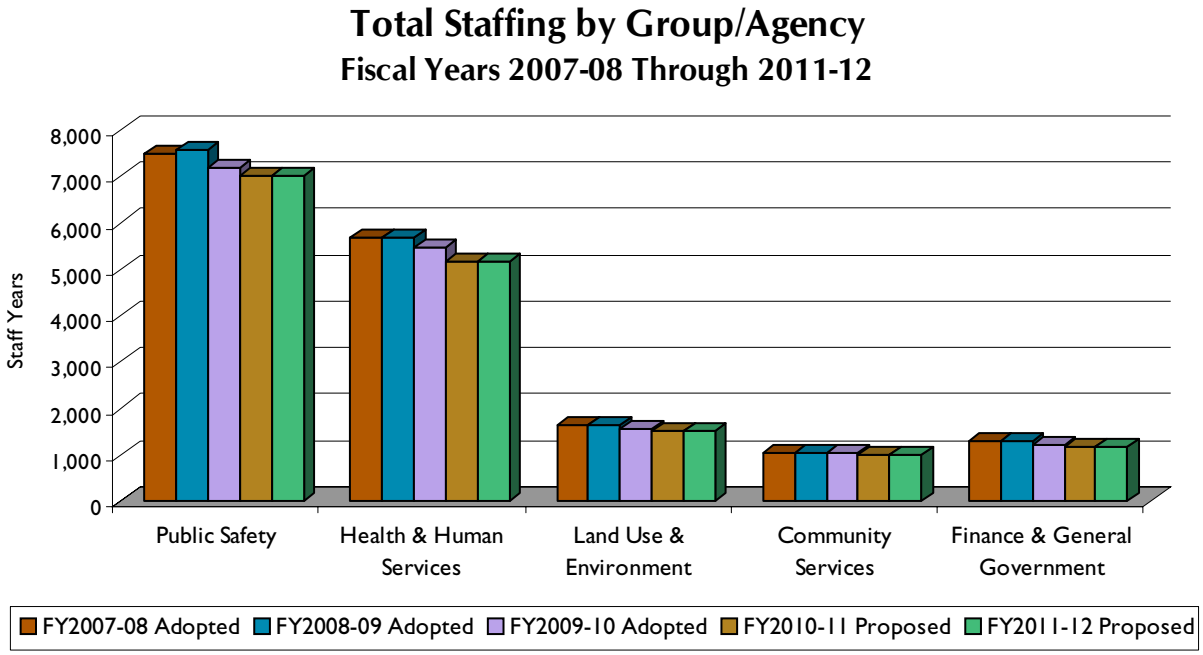


[1] One staff year equates to one permanent employee working full-time for one year.

Note: Restructuring of Public Communication Services

This Proposed Operational Plan reflects the restructuring and consolidation of public communication services that are currently provided by a combination of staff in the Department of Media and Public Relations and specialized staff in various County departments. Under this proposal, public communications services would be more centrally provided and job titles and duties would be revised to reflect the requirements of the new structure. The total number of staff providing these services would be decreased by 9 and the Department of Media and Public Relations' name would be changed to the County

Communications Office. As part of the restructuring, departmental public communications staff years would be deleted from the Health and Human Services Agency and the departments of Air Pollution Control, Planning and Land Use, Public Works, Office of Emergency Services, Parks and Recreation, and Probation. Further, one public communications position would be assigned to the executive office of three of the Groups (the Health and Human Services Agency, the Public Safety Group and the Land Use and Environment Group). The County Communications Office will have the same number of staff years (22.0) as is currently budgeted for the Department of Media and Public Relations. The overall savings to the County will be approximately $840,000. The restructuring does not apply to departments headed by elected officials.



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Public Safety	7,475.50	7,574.50	7,170.00	7,025.25	7,005.00
Health & Human Services	5,663.00	5,677.50	5,482.00	5,156.25	5,156.25
Land Use & Environment	1,612.00	1,643.00	1,562.00	1,501.00	1,502.00
Community Services	1,009.00	1,013.00	1,019.00	978.25	977.25
Finance & General Government	1,281.00	1,281.00	1,182.00	1,165.50	1,165.50
Total	17,040.50	17,189.00	16,415.00	15,826.25	15,806.00

The **Public Safety Group (PSG)** proposes a net decrease of 144.75 staff years (-2.0%) to align staffing with available revenues.

- Sheriff's Department - decreases by a net of 28.00 staff years. This is a decrease of 49.00 staff years primarily due to reduced funding as a result of the national economic downturn, reductions to security services requested by the Superior Court and the law enforcement services requested by the Contract Cities, offset by an increase of 20.00 staff years supported by the American Recovery and Reinvestment Act of 2009 (ARRA) for law enforcement in the border region and

one staff year supported through funding from High Intensity Drug Trafficking Area (HIDTA) for the Law Enforcement Coordination Center.

- Public Defender - decreases by 28.00 staff years due to the decline in available local resources and efficiencies which have been achieved through the consolidation of indigent defense services.
- Medical Examiner - decreases by 2.00 staff years. Changes in operations may include increased response times in toxicology and forensic examinations.
- Office of Emergency Services - increases by 1.00 staff year to support countywide emergency preparedness outreach efforts. This position is being transferred from the District Attorney's office.
- Probation Department - decreases by 84.75 staff years due to reductions in State funding and the decline in available local resources. Adult Field Services is reduced due to the elimination of State funding for Proposition 36, Substance Abuse and Crime Prevention Act of 2000. Other reductions in this division reflect the reduced service of warrants, the consolidated oversight of work projects, and reduced participation in task forces.

  Staff reductions in Juvenile Services will result in reduced services to at-risk youth through the Breaking Cycles, Truancy Supervision, Community Assessment Teams and Drug Court programs. A Probation officer will be removed from one school because that school has ended its contract for services and one Probation officer will no longer serve as a liaison to the STAR/PAL- United for Youth program. A reduction of staff in Institutional Services is related to a more efficient overall staffing plan, but also results in the reduction of 30 available beds in the juvenile camps.

  Other changes include a reduction in administrative and support staff years resulting in delays in these services, the realignment of services between divisions and the restructuring of the County's public communications services. Staffing is increased by 6.25 staff years in programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA) that are focused on supporting evidence based practices in supervising adult offenders, countywide task forces and supervision of sexual assault offenders.
- Public Safety Group Executive Office - decreases by 2.00 staff years. This change will result in a reduction of support to Public Safety Group departments.
- District Attorney - decreases by 1.00 staff year as the result of a position being transferred to the Office of Emergency Services. Additionally, funding is removed for vacant positions. In Fiscal Year 2010-11, a total of 100 currently vacant positions are not funded and this number is projected to increase to 130 by the end of the fiscal year. The prosecution of felony and misdemeanor cases will remain a priority; however, changes in the District Attorney operations will impact the organization of units, the length of investigations and time required for case preparation and to bring cases to completion.

In Fiscal Year 2011-12, the Public Safety Group is proposed to decrease by an additional 20.25 staff years, which includes a decrease of 20.00 staff years in the Sheriff's Department and 0.25 staff years in Probation due to the expiration of funding for programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA).

The **Health and Human Services Agency (HHSA)** proposes a decrease of 325.75 staff years (-5.9%) due to the economic decline, State cuts and the outsourcing of employment and child care services. The State cuts will result in fewer or reduced services to clients in many programs throughout the Agency. The outsourcing of services will achieve cost savings and efficiencies while maintaining essential services. The high unemployment rate increases demand for Medi-Cal and CalWORKs programs, and the Supplemental Nutrition Assistance Program (SNAP). HHSA is committed to providing efficient program delivery and will continue to review programs and processes to ensure staffing resources are focused where needed the most and where funding is available.

- Regional Operations - decreases by 176.00 staff years. This reduction includes the elimination of 200.00 staff years for employment and Stage I child care services associated with the outsourcing of these activities, and due to the return of Stages II/III and the Alternative Payment Program child care services to the State. An additional 23.00 staff years are reduced in regional child welfare services due to State cuts which will result in increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines.

  The Family Resource Centers increase a net of 53.00 staff years to address the significant rise in Medi-Cal, SNAP and CalWORKs caseloads and to consolidate administrative activities. A total of 2.00 staff years are transferred to the Community Services Group to support purchasing and contracting activities for the Agency. There is a transfer in of 2.00 staff years from Public Health Services associated with the

transfer of the Vaccines are Important to Preschoolers program to the Central Region. The remaining decrease of 6.00 staff years reflects the elimination of 1.00 staff year for an administrative support position and the transfer out of 5.00 staff years to provide support and services in other Agency divisions.

- Strategic Planning & Operational Support - decreases by 21.00 staff years. This includes the transfer out of 28.00 staff years to Regional Operations - Family Resource Centers due to changes in administrative responsibility for the Hospital Outstation/Health Coverage Access program and the ACCESS Center. Seven staff years are transferred in from Administrative Support to the ACCESS Center to support client services and 1.00 staff year is transferred in from the Regional Operations - Community Action Partnership program to coordinate the Refugee Employment Services Program. One staff year is transferred out to Child Welfare Services to support foster care services.
- Aging & Independence Services - decreases by 3.00 staff years, including 2.00 staff years from the Mental Health Senior Team and 1.00 staff year from the Case Management/Linkages unit. These reductions will reduce services provided to clients in these programs.
- Behavioral Health Services - decreases by 31.00 staff years. A total of 5.00 staff years are decreased due to the outsourcing of the Psychiatric Emergency Response Team (PERT). Three staff years are decreased in Alcohol and Drug Services due to the State's elimination of Proposition 36, *Substance Abuse and Crime Prevention Act of 2000* funding. An additional 23.00 staff years are reduced in Mental Health Services and the San Diego County Psychiatric Hospital due to the loss of revenue associated with the decline in the economy and loss of State funding. This decrease will result in reductions in assessment and case management capacity in the Adult Services, Conservatorship Investigation, and Special Education programs.
- Child Welfare Services (CWS) - decreases by 64.00 staff years. Sixty-five staff years are reduced due to State funding cutbacks and the decline in the economy. This will result in longer wait times for child abuse hotline calls, increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines. To minimize impacts, CWS will restructure services at the Polinsky Children's Center and continue redesign efforts. There is a transfer in of 1.00 staff year to Foster Care from Strategic Planning and Operational Support to provide client services.
- Public Health Services - decreases by 13.75 staff years. A total of 16.75 staff years are reduced to mitigate the loss of revenue with the decline in the economy and the loss of State funding. To minimize impacts, priorities will focus on essential and mandated public health services. Two staff years are transferred out to Regional Operations associated with the transfer of the Vaccines are Important to Preschoolers program to Central Region. Five staff years are transferred in from Regional Operations to provide support and services associated with the Communities Putting Prevention to Work (CPPW) Initiative.
- Administrative Support - decreases by 17.00 staff years. Seven staff years are transferred to the ACCESS Center in Strategic Planning and Operational Support to support client services associated with increased Medi-Cal, SNAP and CalWORKs caseloads. Another 7.00 staff years are eliminated to mitigate the loss of revenue due to the decline in the economy. In response to these reductions, administrative support services would be limited to core essential functions. Four staff years are reduced in the Office of Media and Public Affairs associated with the restructuring of the County's public communications services. One staff year is transferred in from Regional Operations to cover legislative analysis for HHSA.

The **Land Use and Environment Group (LUEG)** proposes a decrease of 61.00 staff years, a 3.9% reduction.

- Agriculture, Weights & Measures - decreases by 5.00 staff years as a result of transferring the Veterinary Diagnostics Laboratory staff to the Department of Environmental Health.
- Air Pollution Control District - decreases by 1.00 staff year due to the transfer of one staff year to the Land Use and Environment Group Executive Office to reflect the restructuring of the County's public communications services.
- Environmental Health - net increase of 2.00 staff years. An increase of 5.00 staff years in the Vector Control Program is due to the transfer of Veterinary Diagnostics Laboratory staff from Agriculture, Weights and Measures to consolidate services related to combating vector-borne diseases. A decrease of 2.00 staff years is due to reductions in project submittals from the public for septic, water well permits and land use projects in

the Land and Water Quality Division. A reduction of 1.00 staff year in the Finance Division is due to a reduction in workload.

- Farm and Home Advisor - decreases by 2.00 staff years due to a reduction in the allocation of General Purpose Revenue and reengineering certain activities.
- Parks and Recreation - decreases by 11.00 staff years due to a reduction in available funding (9.00 staff years) and changes made to reflect the restructuring of the County's public communications services (2.00 staff years).
- Planning and Land Use - decreases by 9.00 staff years. A reduction of 15.00 staff years is related to the downturn in plan check and building and discretionary permit processing activities; a reduction of 2.00 staff years is due to reorganizations of duties and the deletion of 1.00 staff year as a result of the restructuring of the County's public communications services. Nine staff years are transferred in from other departments to consolidate all LUEG Geographic Information Services (GIS) activities in Planning and Land Use.
- Public Works - decreases a net of 29.00 staff years. A decrease of 25.00 staff years in the Road Fund is due to changes in the economy and vulnerability of the Highway Users Tax revenue, including a reduction of 1.00 staff year to reflect the restructuring of the County's public communications services. There is a decrease of 3.00 staff years in Public Works General Fund due to declining General Purpose Revenue and 1.00 staff year in the Wastewater Enterprise Fund due to closure of the Descanso Detention Facility.
- LUEG Executive Office - no net change in staff years. 1.00 staff year is deleted due to a reduction in the allocation of General Purpose Revenue and 1.00 staff year is transferred in from the Air Pollution Control District related to the restructuring of the County's public communications services.
- San Diego Geographic Information Source (SanGIS) - decreases by 6.00 staff years. As part of the consolidation of all GIS services, 5.00 staff years are transferred out to the Department of Planning and Land Use and 1.00 staff year is deleted.

In Fiscal Year 2011-12, Environmental Health increases by an additional 1.00 staff year in the Hazardous Materials Management Division to implement requirements associated with the *Aboveground Petroleum Storage Act*, which is offset by a decrease in Services and Supplies.

The **Community Services Group (CSG)** proposes a decrease of 40.75 staff years (-4.0%). This decrease will result in fewer programs for Library patrons, longer cycle times for maintenance of non-critical building systems, and less oversight of Group operations.

- County Library - decreases headquarters and branch library staff by 26.75 staff years, 8.4% of the total, due to loss of revenue from property taxes and the elimination of General Fund support due to the downturn in the overall economy.
- Animal Services - decrease of 2.00 staff years to align staffing with available resources. The reduction in the number of staff will be mitigated in part by increased staff efficiencies from installing wireless laptops in patrol cars.
- Department of General Services - decrease of 11.00 staff years across a broad range of administrative, facilities maintenance, and fleet services staff to reduce costs paid by County departments for these services.
- CSG Executive Office - decrease of 1.00 staff year due to cost reductions necessitated by the downturn in the overall economy.

In Fiscal Year 2011-12, the Registrar of Voters decreases by 1.00 staff year due to the expected benefits of reengineering business processes.

The **Finance and General Government Group (FGG)** proposes a decrease of 16.50 staff years (-1.4%) as a result of reductions in the General Purpose Revenue Allocation driven by the downturn of the economy.

- Auditor and Controller - decreases by 3.50 staff years. This staffing decrease may result in reduced and delayed collection revenue for client departments, as well as staff reassignments, cross-training and altered work functions to meet existing and future needs during normal and peak workload demands.
- Office of County Counsel - decreases by 2.00 staff years. This decrease in staffing would result in delays in responses to requests for legal advisory guidance and assistance to County departments. This staffing change will also result in a reduction to the number of training programs provided to County departments, which may increase the County's exposure to legal liability.
- Finance and General Government Executive Office - decreases by 2.00 staff years. This proposed decrease in staffing levels would reduce the level of direct support offered to Finance and General Government Group departments on business process reengineering

initiatives and would result in the transfer of management of the Panoramic Views (PB Views) application to the Health and Human Services Agency.

- Department of Human Resources - decreases by 8.00 staff years. It is anticipated that these staffing changes would result in overall decreased levels of service as well as the elimination of the external customer satisfaction program.
- Chief Administrative Office - decreases by 1.0 staff year. This reduction will require the reassignment of duties within the organization and will reduce the department's capacity to respond to workload increases or special projects.

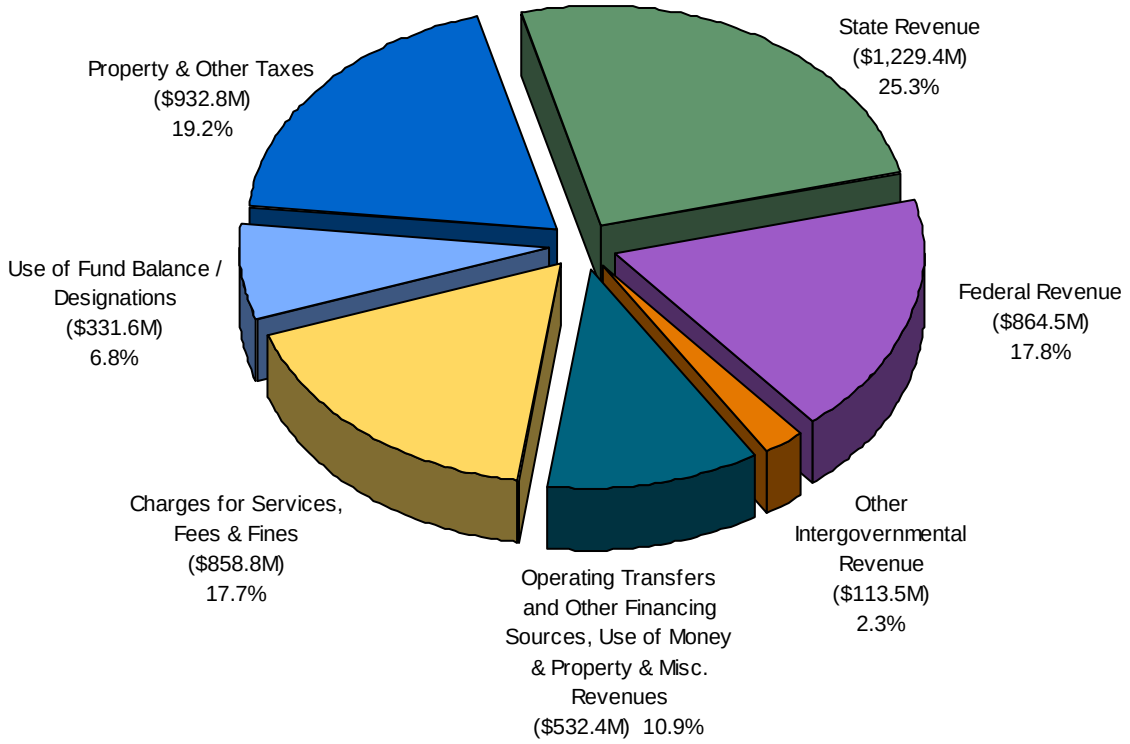
More detail on staff year changes can be found in each Group/Agency section of the Operational Plan that begins on page 109.

All Funds: Total Funding Sources

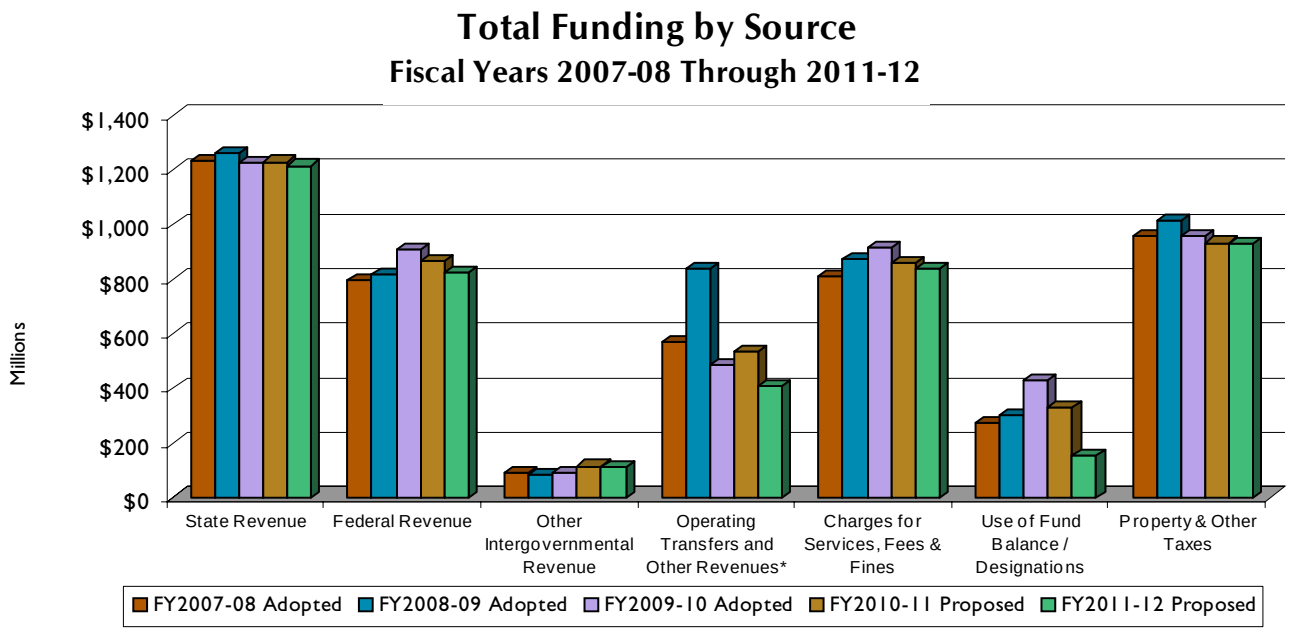
Total Funding by Source

Total resources available to support County services for Fiscal Year 2010-11 are expected to be $4.86 billion, a decrease of $145.0 million or 2.9% from the Fiscal Year 2009-10 Adopted Budget. Total resources are anticipated to decrease further by $395.1 million or 8.1% to $4.47 billion in Fiscal Year 2011-12. For Fiscal Year 2010-11, the combination of State Revenue ($1.2 billion), Federal Revenue ($864.5 million) and Other Intergovernmental Revenue ($113.5 million) supplies 45.4% of the financing sources for the County's budget. 10.9% ($532.4 million) comes from interfund Operating Transfers, Use of Money and Property, Miscellaneous Revenues and Other Financing Sources. Another 17.7% ($858.8 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Reserve/ Designation Decreases supply 6.8% ($331.6 million) of the financing sources.

Total Funding by Source
Fiscal Year 2010-11: $4.86 billion



Finally, revenues in the Property and Other Taxes category come from property taxes, property tax in lieu of vehicle license fees, the Teeter program, sales tax, real property transfer tax, transient occupancy tax and miscellaneous other revenues and account for 19.2% ($932.8 million) of the financing sources for the County's budget. 94.4% of the revenues in this category are budgeted in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



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

Total Funding by Source (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
State Revenue	$ 1,230.5	$ 1,262.2	$ 1,223.3	$ 1,229.4	$ 1,216.1
Federal Revenue	797.5	816.2	911.2	864.5	820.7
Other Intergovernmental Revenue	91.8	81.8	89.0	113.5	107.1
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	572.0	837.8	484.7	532.4	407.9
Charges for Services, Fees, and Fines	811.7	875.4	918.3	858.8	838.6
Property & Other Taxes	957.5	1,013.5	956.3	932.8	928.0
Reserve/Designation Decreases	57.6	2.3	8.7	13.3	34.1
Use of Fund Balance	213.1	298.8	416.6	318.4	115.5
Total	$ 4,731.7	$ 5,188.1	$ 5,008.2	$ 4,863.2	$ 4,468.1

Overall Change

The $145.0 million decrease in the Proposed Fiscal Year 2010-11 Budget is the net of increases in some funding sources and decreases in others. In the table above, State Revenue, Other Intergovernmental Revenue, Operating Transfers and Other Financing Sources, Use of Money and Property, Miscellaneous and Other Revenues and Reserve/ Designation Decreases increase a combined $82.9 million. Reductions totaling $227.9 million are in the combined categories of Federal Revenue, Property and Other Taxes, Charges for Services, Fees & Fines and Use of Fund Balance. The General Fund Financing Sources section beginning on page 55 addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted in the paragraphs below.

Change by Source

State Revenue

State Revenue is projected to increase $6.1 million overall in Fiscal Year 2010-11. Of this total, there are decreases in the Public Safety Group (PSG) of approximately $36.3 million, in the Capital Program of $2.6 million, and in Finance Other of $0.1 million, offset by increases in the Land Use and Environment Group (LUEG) of $27.1 million, in the Health and Human Services Agency (HHSA) of $13.5 million and in Community Services Group (CSG) of $4.5 million.

The $36.3 million decrease in PSG includes a $25.0 million estimated reduction in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* sales tax revenues. Please see the General Fund Financing Sources by Category section for more information on Proposition 172 funding. The balance of the PSG reduction is addressed in the General Fund Financing Sources section.

The $2.6 million decrease in the Capital Program is attributed to one-time funding of the San Luis Rey River Park acquisition in Fiscal Year 2009-10.

LUEG's proposed increase of $27.1 million is primarily in Public Works related to an increase in Proposition 1B, *Transportation Bond Act,* funding for projects in the Road Fund, and an increase in Highway Users Tax Account offset by a decrease in Proposition 42, *Traffic Congestion Improvement Act* revenues to reflect the replacement of sales tax on gasoline with an increase in the excise tax on gasoline.

HHSA's net proposed increase of $13.5 million is in the General Fund and is discussed in that section.

The proposed $4.5 million increase in CSG is substantially in General Services and is related to a reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities. The balance of the increase is proposed in the General Fund and is discussed further in that section.

Federal Revenue

Federal Revenue is projected to decrease by 5.1% ($46.7 million). A net decrease of $25.3 million is in the General Fund, and it is largely in HHSA and PSG, net of a proposed program change in Housing and Community Development (HCD) to restructure and eliminate the HCD Special Revenue Fund, thereby increasing the HCD proposed General Fund budget. See the General Fund Financing Sources section for additional detail related to the General Fund changes. In addition to the General Fund related net decreases, the balance of the projected decrease is in CSG in Housing and Community Development, mainly the result of a decrease related to prior year one-time revenue from an Economic Stimulus grant for the Neighborhood Stabilization Program (NSP 1), Homeless Prevention and Rapid Re-housing Program and Community Development Block Grant - Recovery.

Other Intergovernmental Revenue

Other Intergovernmental Revenue is projected to increase by a net of $24.5 million, with a decrease in PSG of $1.7 million, offset by a $1.1 million increase in CSG, a $0.2 million increase in HHSA, $0.5 million in LUEG and $24.4 million increase in Finance Other.

The proposed increase in Finance Other is in General Purpose Revenue and it is a reclassification of Other Intergovernmental Revenues related to Aid from Redevelopment Agencies previously budgeted as Taxes Other Than Current Secured.

The $0.5 million projected increase in LUEG is net of a $4.7 million decrease in LUEG in the General Fund. The offsetting increase is proposed in the Air Pollution Control District from an additional $2 Motor Vehicle Emission Reduction fee per registered vehicle in San Diego County, a $2.3 million rebudget of incentive program funds previously suspended by the State, offset by a decrease of $2.6 million in completed incentive program funds.

See the General Fund Financing Sources section for additional detail.

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

- **Other Financing Sources** (primarily Operating Transfers between funds) are anticipated to increase a net of $46.3 million. Operating Transfers result when one fund provides a service on behalf of another fund. There is an overall increase from Fiscal Year 2009-10 in one-time funding in Operating Transfers from the General Fund for various Capital Projects including $55.0 million for the Women's Detention Facility proposed to be added to the $75.0 million that was appropriated in Fiscal Year 2009-10 and from proceeds from long-term debt related to Phase 1B of the County Operations Center (COC) and Annex Redevelopment project. These increases are partially offset by the decrease in Finance Other due to the Fiscal Year 2009-10 one-time contribution from the General Fund to support the pay down of the outstanding variable rate Pension Obligation Bond debt and the decrease in PSG of $25.0 million representing the reduction in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* sales tax revenue.
- **Revenue from Use of Money & Property** is anticipated to decrease a net of $3.3 million in Fiscal Year 2010-11. The decrease is largely in LUEG specifically in Public Works due to decreasing fund balances in the Road Fund and declining interest rates on investments and deposits, as well as in rents and concessions, partially offset by an increase in the equipment rental operating fee and original cost replacement in the equipment acquisition internal service fund. An additional decrease is proposed in PSG and it is primarily in the General Fund.
- **Miscellaneous Revenues** are anticipated to increase by $4.7 million. Of this total, there are increases in CSG of approximately $3.4 million, $1.2 million in LUEG, $0.8 million in Finance and General Government Group (FGG) and $0.7 million in PSG, partially offset by a $1.4 million decrease in HHSA. The largest projected increase is in CSG in the County Library and represents anticipated donations from the Friends of the Library for Fallbrook and Ramona in support of new libraries in those communities. The General Fund Financing Sources Section includes a discussion on the other significant changes.

Charges for Services, Fees and Fines

- **Charges for Current Services** are estimated to decrease $60.2 million overall. However, in the General Fund they are expected to increase $23.8 million. The three primary changes outside of the General Fund are in Finance Other, in LUEG's Department of Public Works and CSG's Department of General Services.
  - In the Pension Obligation Bond Fund in Fiscal Year 2009-10, additional charges to departments were budgeted related to the early pay down of variable rate POB principal. These charges will not recur.
  - The Public Works Fiscal Year 2010-11 budget proposes a $9.0 million decrease mainly due to completed projects funded by the Transportation Impact Fee, decreased services provided to property owners, less capital improvement projects generating shared cost revenue from other governments, decreased contributions from the Environmental Trust Fund for landfill operations, decreased contributions from special drainage areas due to completed Flood Control projects, reduced rates for Campo Hills Water District and decreases in services to other County departments and completion of various projects.
  - In General Services, these charges are estimated to decrease by $5.4 million due to the reclassification of revenues associated with the Trial Court reimbursement for facilities maintenance, contracts and utilities to State Revenues, and the anticipated decrease in cost reimbursement associated with vehicle fuel prices and acquisitions.
- **Licenses, Permits & Franchises** are estimated to increase by $2.1 million including increases in HHSA discussed in the General Fund Financing Sources section, in General Purpose Revenue, in Public Works from passenger facility charges at County operated airports, and Air Pollution Control District for the reclassification of various revenue sources.
- **Fines, Forfeitures & Penalties** are estimated to decrease by $1.3 million. The primary source of the reduction is in General Purpose Revenue due to a projected decrease in Penalties & Cost Delinquency Taxes based on property tax collections and delinquencies as well as market conditions.

Property and Other Taxes

Property and Other Taxes are anticipated to decrease $23.5 million. The overall decrease is primarily in the General Fund, and it is the result of a reclassification of Aid from Redevelopment Agencies to Other Intergovernmental Revenue. See the section on General Purpose Revenue by Source beginning on page 65 for more information on the changes in these funding sources.

Reserves/Designations

The use of Reserves/Designations is proposed to increase by $4.6 million compared to Fiscal Year 2009-10. The increases in the use of Reserves/ Designations are primarily in Public Works for one-time capital improvement projects in Spring Valley, Alpine and Lakeside Sanitation Districts, and in Child Welfare Services to cover possible foster care costs associated with a pending State lawsuit and redesign efforts.

Use of Fund Balance

Finally, the Use of Fund Balance is proposed to decrease by $98.3 million due to the normal fluctuations in one-time projects. The use of fund balance is decreasing in the general fund by $115.1 million and increasing by $16.8 million in all other funds combined.

See the individual Group/Agency sections of this Operational Plan beginning on page 109 for the breakdown of financing sources by department.

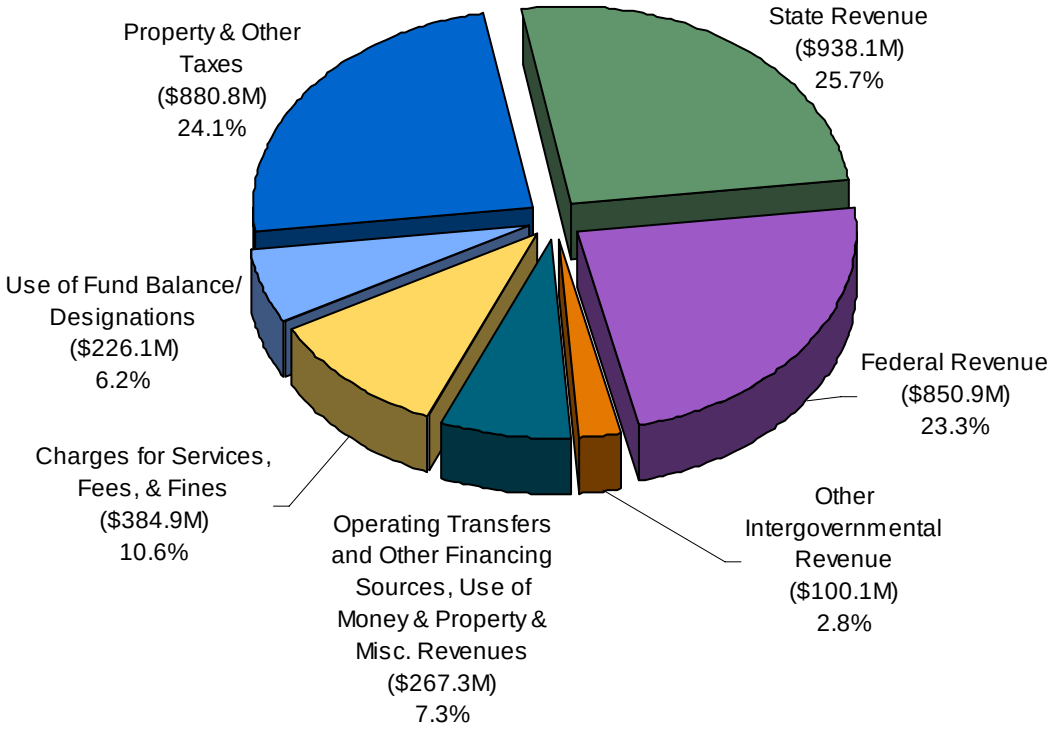
The following section looks at the General Fund portion of these funding sources.

Summary of General Fund Financing Sources

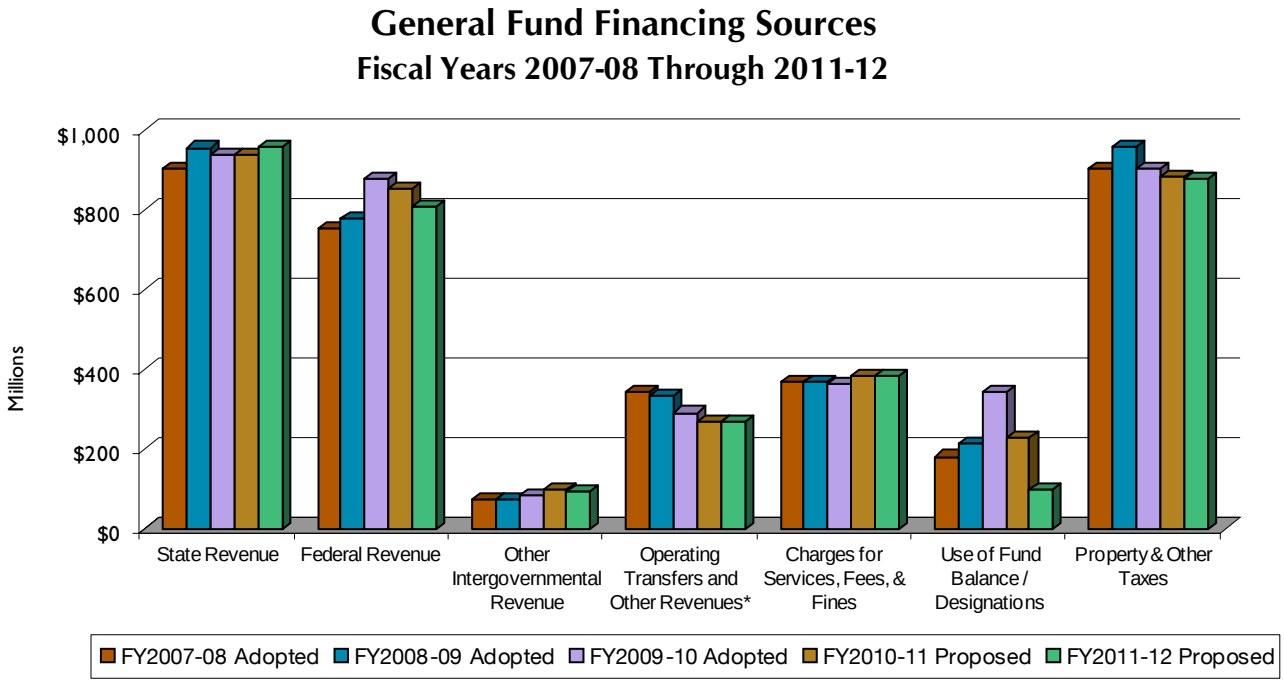
Summary of General Fund Financing Sources

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 $3.65 billion for Fiscal Year 2010-11, a $141.8 million or 3.7% decrease from Fiscal Year 2009-10. In comparison, the previous eight fiscal years saw an average annual growth rate of 5.3%. This decrease reflects the continued after-effects of the national and international economic downturn, the impact of the State of California's budget constraints and estimates of available program and General Purpose Revenue.

General Fund Financing Sources
Fiscal Year 2010-11: $3.65 billion



Further slowing is expected in Fiscal Year 2011-12. General Fund Financing Sources are expected to decrease by $159.8 million or 4.4% in Fiscal Year 2011-12. General Purpose Revenue is expected to decline by 0.1% ($1.1 million), program revenues are projected to decline by 1.3% ($31.3 million) and the planned use of fund balance is expected to decline by 56.3% ($127.4 million) in Fiscal Year 2011-12. Proposed uses of fund balance in Fiscal Year 2011-12 are tentative and subject to revision during the next Operational Plan development cycle.



*Includes Other Financing Sources, Use of Money & Property & Misc. Revenues

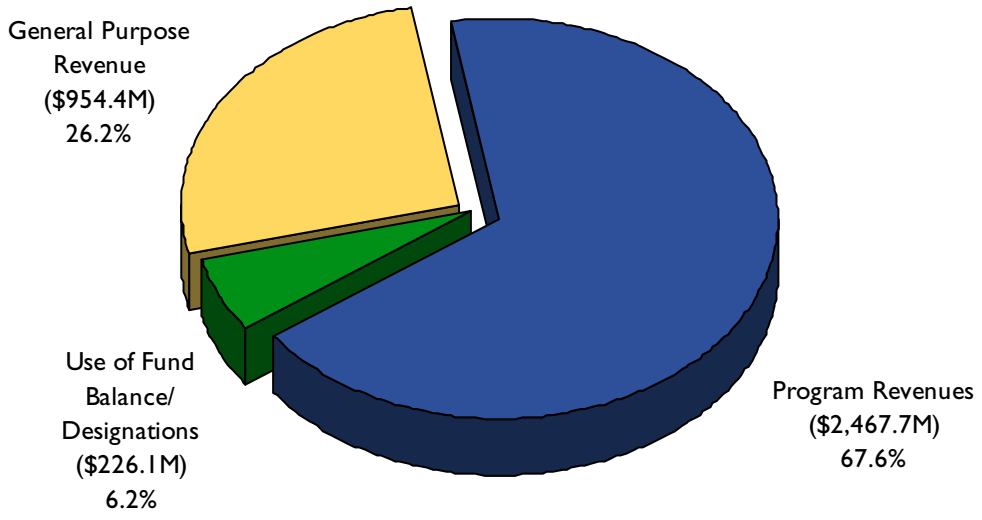
General Fund Financing Sources (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
State Revenue	$ 903.8	$ 954.4	$ 936.0	$ 938.1	$ 958.5
Federal Revenue	753.1	777.6	876.1	850.9	808.5
Other Intergovernmental Revenue	74.8	71.8	81.7	100.1	93.7
Operating Transfers and Other Financing Sources, Use of Money & Property, Miscellaneous Revenues	340.5	334.9	290.2	267.3	267.3
Charges for Services, Fees, & Fines	366.2	369.4	361.5	384.9	383.9
Property & Other Taxes	902.2	956.5	900.8	880.8	877.9
Reserve/Designation Decreases	57.0	0.2	7.2	4.6	34.1
Use of Fund Balance	123.3	214.7	336.6	221.5	64.6
Total	$ 3,520.9	$ 3,679.5	$ 3,790.0	$ 3,648.3	$ 3,488.5

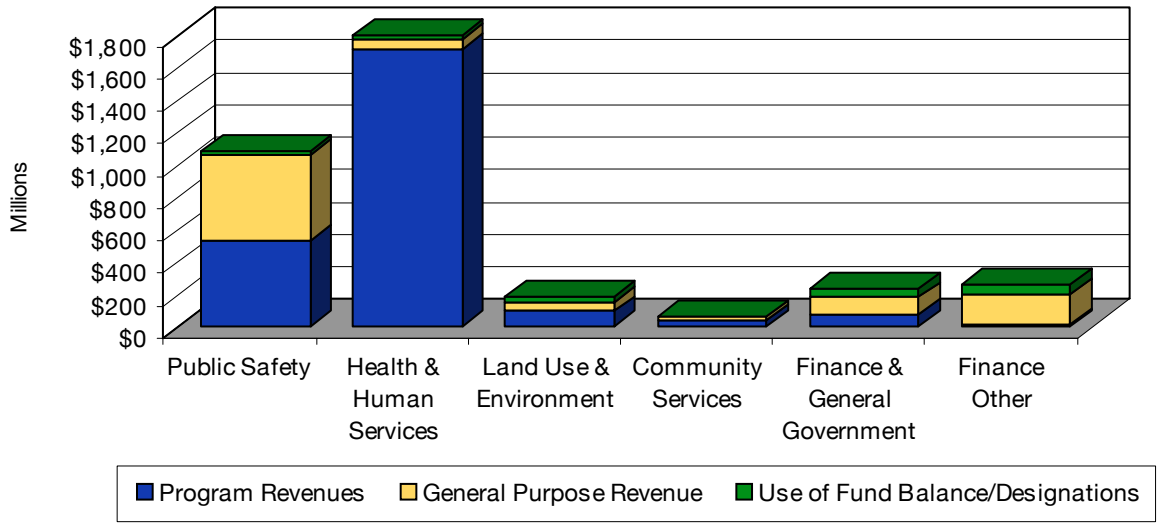
General Fund Financing Sources by Category

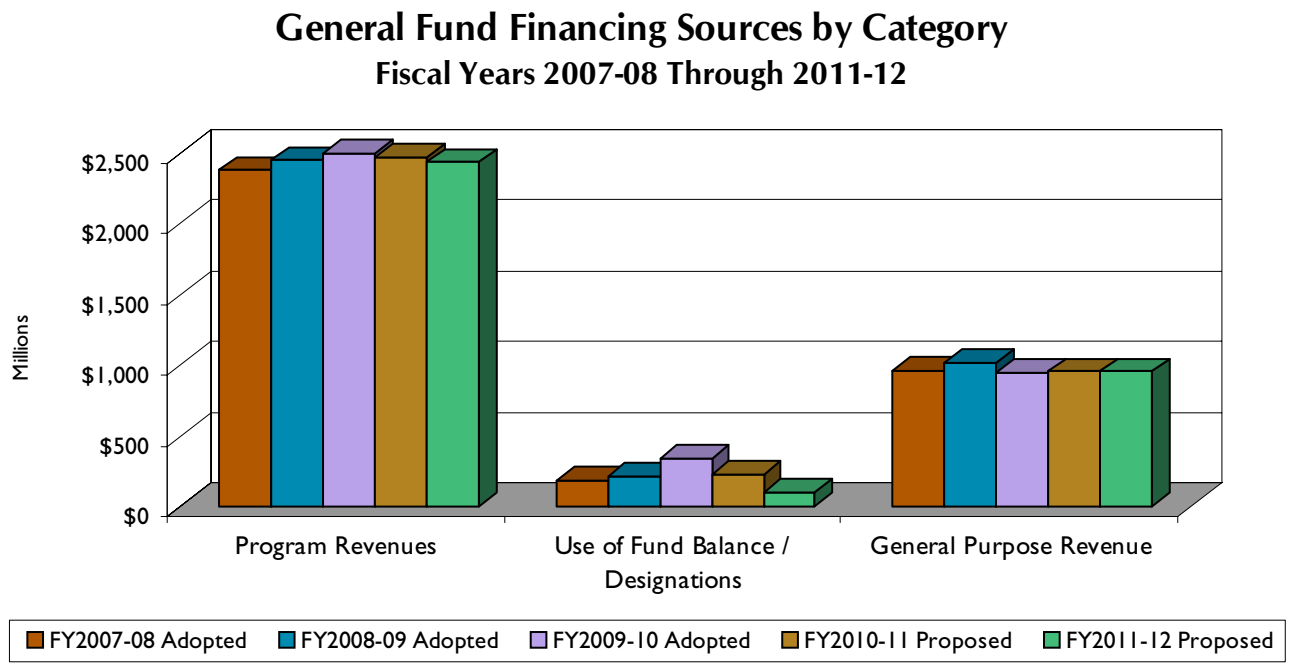
The preceding section displayed General Fund financing sources by account type. This section looks at General Fund financing sources according to how they are generated. From that perspective, they can be categorized as one of three funding types: Program Revenues, General Purpose Revenue or Use of Fund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

General Fund Financing Sources by Category
Fiscal Year 2010-11: $3.65 billion



General Fund Financing by Group and Category
Fiscal Year 2010-11: $3.65 billion





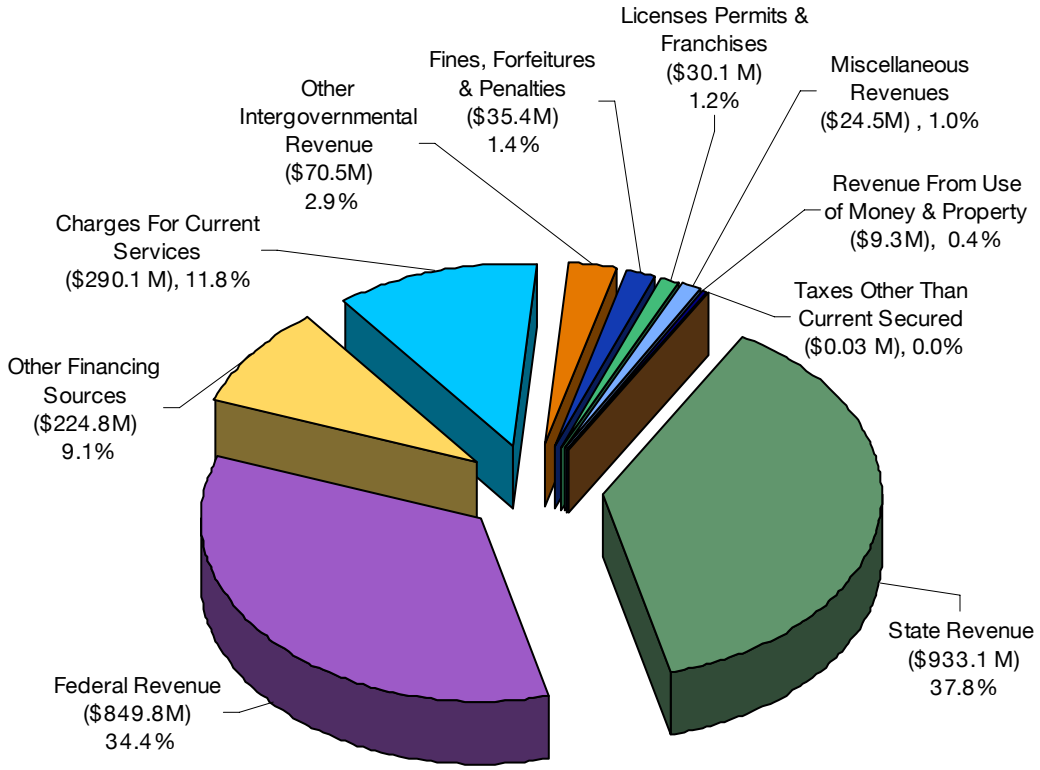
General Fund Financing Sources by Category (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Program Revenues	$ 2,376.9	$ 2,449.9	$ 2,495.6	$ 2,467.7	$ 2,436.4
Fund Balance/Designations	180.4	214.9	343.7	226.1	98.8
General Purpose Revenue	963.6	1,014.7	950.7	954.4	953.3
Total	$ 3,520.9	$ 3,679.5	$ 3,790.0	$ 3,648.3	$ 3,488.5

General Fund - Program Revenues

Program Revenues, as the name implies, are dedicated to and can be used only for the specific programs with which they are associated. These revenues make up 67.6% of General Fund Financing Sources in Fiscal Year 2010-11, and are derived primarily from State and federal subventions and grants, and charges and fees earned from specific programs. The Health and Human Services Agency manages 69.6% of the program revenues, the Public Safety Group manages 21.4% and the balance is managed across the County's other service delivery groups. Program Revenues are expected to decrease by 1.1% ($27.8 million) from the Fiscal Year 2009-10 Adopted Budget compared to an average annual growth for the last seven years of 3.4%.

General Fund - Program Revenues by Source
Fiscal Year 2010-11



General Fund - Program Revenues by Source (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
State Revenue	$ 898.5	$ 949.1	$ 930.9	$ 933.1	$ 953.5
Federal Revenue	752.5	777.0	875.1	849.8	807.4
Other Financing Sources	281.2	265.8	248.9	224.8	224.4
Charges For Current Services	277.6	279.7	266.3	290.1	290.1
Other Intergovernmental Revenue	69.5	66.6	76.5	70.5	63.9
Fines, Forfeitures & Penalties	33.2	32.2	35.4	35.4	32.9
Licenses, Permits & Franchises	31.1	31.9	29.6	30.1	31.5
Miscellaneous Revenues	24.1	37.5	22.9	24.5	23.4
Revenue From Use of Money & Property	9.3	10.1	10.0	9.3	9.3
Taxes Other Than Current Secured	—	0.09	0.05	0.03	—
Total	$ 2,376.9	$ 2,449.9	$ 2,495.6	$ 2,467.7	$ 2,436.4

General Fund - Change in Program Revenues

The $27.8 million decrease in program revenues in the Proposed Fiscal Year 2010-11 Budget is the net of increases and decreases in various funding sources. In the table on the previous page, State Revenues; Charges for Current Services; Fines, Forfeitures & Penalties; Licenses Permits and Franchises; and Miscellaneous Revenues increase a combined $28.3 million. Reductions totaling $56.1 million are in the categories of Federal Revenue, Other Intergovernmental Revenue, Other Financing Sources, Revenue from the Use of Money and Property and Taxes Other Than Current Secured.

General Fund - Change in Program Revenues by Source

State Revenue

State Revenue is projected to increase by $2.2 million overall in Fiscal Year 2010-11. Of this total there are decreases in the Public Safety Group (PSG) of approximately $11.2 million and in the Land Use and Environment Group (LUEG) of $1.6 million, offset by increases in Health and Human Services Agency (HHSA) of $13.5 million and in Community Services Group (CSG) of $1.5 million.

In HHSA, the proposed net increase of $13.5 million is the result of revenue decreases due to State cuts, the declining economy, and the return of Child Care Stages II/III and the Alternative Payment Program child care services to the State, offset by increases in CalWORKs revenue that will fund a projected increase in assistance payments and that reflect a shift in estimated sharing ratios for State and federal funding. This shift will increase State revenues and decrease federal revenues.

The $1.5 million projected increase in CSG is in the Registrar of Voters Department due to additional funding from the Help America Vote Act (HAVA) grant and State funding that reimburses mandated costs.

The projected decreases in PSG of $11.2 million stem from various State funding cuts in Probation, Public Defender, the District Attorney's Office and the Sheriff's Department. A substantial portion of these reductions are in Probation and are due to decreases in the Local Safety and Protection Account, which is supported by vehicle license fees. Programs impacted are Juvenile Probation and Camps as well as Juvenile Crime Prevention. Further, the State has eliminated funding for services provided in response to Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*.

The $1.6 million decrease in LUEG is primarily attributed to program funding changes in Agriculture, Weights and Measures.

Federal Revenue

Federal Revenue is projected to decrease by a net of $25.3 million or 3.0%. They are expected to decrease in HHSA by $29.8 million and in PSG by $10.1 million. They are expected to increase in LUEG by $4.2 million and in CSG by $10.4 million.

The net projected decrease of $29.8 million in HHSA is predominantly from decreases due to the shift in the CalWORKs assistance payments revenue to the State revenue category (see the discussion in State revenue above) combined with increases in American Recovery and Reinvestment Act (ARRA) funding in Aging and Independence Services for the In-Home Supportive Services (IHSS) program, in Behavioral Health Services for federal Medi-Cal and Drug Medi-Cal services, in Child Welfare Services for federally eligible cases in foster care and adoption, and in Public Health Services for the Communities Putting Prevention to Work (CPPW) Initiative from the Centers for Disease Control (CDC).

The decrease in PSG is largely in the Sheriff's Department due to the non-recurrence of federal reimbursement for one-time Firestorm 2007 costs budgeted in Fiscal Year 2009-10 and the expiration of various grants, as well as in the District Attorney's Office related to the transfer of the Project Safe Neighborhood Program to the San Diego Association of Governments.

The proposed increase of $10.4 million in CSG is in Housing and Community Development and it is associated with the closing of the HCD Special Revenue fund and the budgeting of appropriations formerly in the Special Revenue fund in the General Fund.

The $4.2 million increase in LUEG is in Agriculture, Weights and Measures for trapping services under the Pest Detection contract related to the Farm Bill legislation and additional surveillance under the Plant Health and Pest Prevention Contract, as well as in Environmental Health related to an ARRA grant for green business and compact fluorescent bulb recycling.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) are projected to decrease by a net of $24.1 million or 9.7%. There are decreases of $25.0 million in PSG as well as increases of $0.4 million in LUEG and $0.5 million in Finance Other (FO). The $25.0 million decrease in PSG represents a reduction in Proposition 172, *Local Public Safety Protection and Improvement Act,* sales

tax revenues. Please see the following section for more information on Proposition 172 funding. The increase in LUEG is in Planning and Land Use related to the County Service Areas - Fire Prevention Program. The increase in Finance Other is associated with increasing lease payments for the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF) funded by a transfer from the Edgemoor Development Fund.

Charges for Current Services

Charges for Current Services are estimated to increase by $23.8 million, including increases of $10.7 million in HHSA, $6.0 million in LUEG, $4.7 million in Finance and General Government Group (FGG), and $2.8 million in CSG, net of decreases of $0.4 million in PSG.

The increase in HHSA includes increases in Regional Operations from the San Diego First Five Commission to support the Early Childhood Welfare Project, in Strategic Planning and Operational Support for an increase in Third Party reimbursements in County Medical Services (CMS), and in Child Welfare Services from the San Diego First Five Commission for the KidSTART Center.

In LUEG, the increases are in Environmental Health for the Vector Control Program for the transfer of staff from the Department of Agriculture, Weights and Measures and to implement the Vector Control Habitat Remediation Program and in Planning and Land Use related to the GIS staff transferred from Public Works.

The increase in FGG is proposed in the Department of the Assessor/Recorder/County Clerk based on an estimated increase in Property Tax System Administration revenues and one-time revenues used for the scanning initiative, in the Treasurer-Tax Collector's department based on an estimated increase in Property Tax System Administration revenues and Bank Services Pooled Money for the implementation of enhanced technology solutions, and in part in the Auditor and Controller's department from A-87 Cost Reimbursements.

The CSG increase is in the Registrar of Voters as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election compared to the Gubernatorial Primary Election.

These increases are offset by a net decrease of $0.4 million in PSG, primarily in the Sheriff's Department due to decreases in law enforcement services to other governments, partially offset by an increase in the Public Defender from a reclassification of intergovernmental revenue.

Other Intergovernmental Revenue

Other Intergovernmental Revenue is projected to decrease by $6.0 million or 7.8%. There are decreases of $4.7 million in LUEG in large part in Planning and Land Use related to the completion of grant projects for the Fuels Reduction Program and $1.7 million in PSG primarily in the Sheriff's Department due to a decrease in reimbursements for Trial Court services, as well as an increase of $0.4 million in CSG in Housing and Community Development related to aid from the Housing Authority

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties remain unchanged.

Licenses, Permits & Franchises

Licenses, Permits & Franchises are anticipated to increase by $0.5 million primarily in HHSA in Regional Operations from marriage license fees that support domestic violence services.

Miscellaneous Revenues

Miscellaneous Revenues are expected to increase by $1.7 million. Projected increases include $1.5 million in LUEG, $0.8 million in FGG, $0.5 million in CSG, and $0.3 million in PSG, net of a decrease of $1.4 million in HHSA to align with historical actuals. The largest increase is in LUEG and is attributed to insurance for firestorm recovery claims in Public Works and recovered expenditures for the Hazardous Materials Management Division in Environmental Health.

Revenue from Use of Money & Property

Revenue from Use of Money & Property is projected to decrease by $0.7 million. The primary source of the decrease is in the Public Safety Executive Office due to reduced rents and leases revenues.

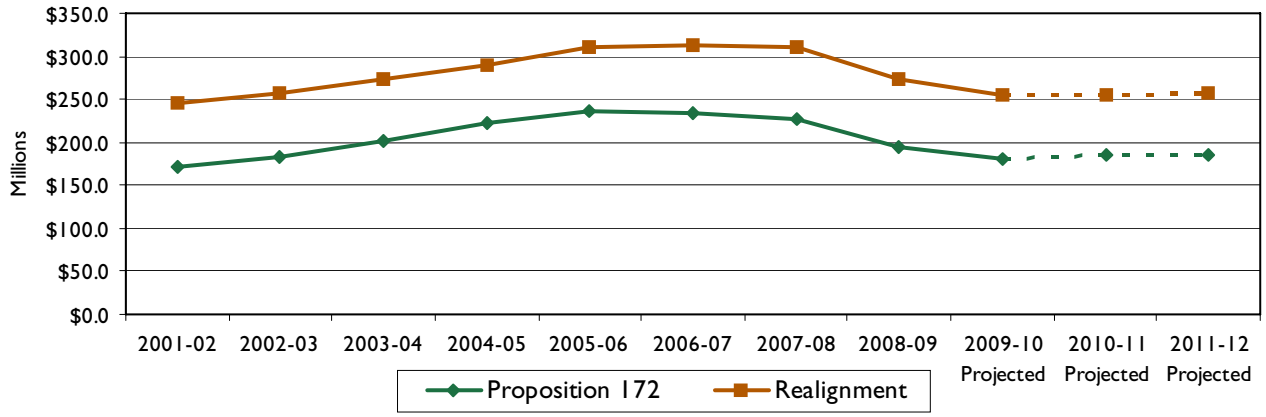
Taxes Other than Current Secured

Taxes Other than Current Secured reflect minimal change.

Following are some of the largest and most closely watched Program Revenues. Please see the individual Group and department sections beginning on page 109 for more specific information on the various other program revenues.

Proposition 172 and Realignment Sales Tax Revenue

Fiscal Year 2001-02 Through Fiscal Year 2011-12



Notes: 2001-02 to 2008-09 figures represent actual revenue. 2009-10 figures represent projected revenue as of March 31, 2010. 2010-11 and 2011-12 figures represent projected revenue as included in the Fiscal Year 2010-12 CAO Proposed Operational Plan.

- **Health and Social Services Realignment Revenues** ($254.7 million in Fiscal Year 2010-11 and $257.7 million in Fiscal Year 2011-12) 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 below the prior year by 12.2%. For Fiscal Year 2009-10, a marginal decrease over Fiscal Year 2008-09 was expected (0.5%); however, these revenues are projected to be 6.6% or $18.0 million below 2008-09 actuals.

  For Fiscal Year 2010-11, these revenues are being forecasted cautiously and are expected to be at the level of the Fiscal Year 2009-10 projected amount. It is anticipated that the economy will keep these revenues relatively flat in Fiscal Year 2011-12. The chart above shows the realized revenues for Health and Social Services Realignment for Fiscal Years 2001-02 through 2008-09 and projected levels for Fiscal Years 2009-10 through 2011-12.

- **Proposition 172 - Public Safety Sales Tax Revenues** ($185.9 million in Fiscal Year 2010-11 and $185.9 million in Fiscal Year 2011-12) 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 fell

from prior year levels by 14.1% due to the decline in the economy.

For Fiscal Year 2009-10, these revenues have continued to decline with revenues projected at $185.0 million, a 5.4% decline over Fiscal Year 2008-09 actuals. For Fiscal Year 2010-11, revenues are projected to improve by 0.5% over the projected amount for Fiscal Year 2009-10. The chart on the preceding page shows the realized revenues for Proposition 172 for Fiscal Years 2001-02 through 2008-09 and projected levels for Fiscal Years 2009-10 through 2011-12. See also, the discussion of General Purpose Revenue allocations on page 73.

- **Tobacco Settlement Revenues** ($31.7 million in Fiscal Year 2010-11 and $24.2 million in Fiscal Year 2011-12) by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, are dedicated to health care-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

  To reduce the risk of 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 $31.7 million proposed in Fiscal Year 2010-11 reflects $7.5 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 2010-11. A request will be submitted to the Board if the additional resources are needed.

General Fund - General Purpose Revenue

General Purpose Revenue (GPR) makes up 26.2% of the General Fund Financing Sources. Please see the separate discussion of General Purpose Revenue beginning on page 65.

General Fund - Use of Fund Balance/ Designations

Use of Fund Balance/Designations ($226.1 million in Fiscal Year 2010-11 and $98.8 million in Fiscal Year 2011-12), including reserve/designation decreases, represents 6.2% of General Fund Financing Sources in Fiscal Year 2010-11. 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.

The following list details the various proposed uses of fund balance in Fiscal Year 2010-11:

- One-time capital needs for the volunteer fire protection districts via the Fire Protection and Emergency Medical Services Grant Program,
- Aerial Fire Suppression "Call When Needed" support,
- Potential costs related to death penalty cases,
- Juvenile Voice Supervision Pilot Program in the Probation department,
- One-time needs associated with the Automated Field Reporting/Records Management System project,
- Safety equipment replacement in the Sheriff's Department,
- Business Process Reengineering, Imaging and IT initiatives in the Health and Human Services Agency,
- One-time support for the Chronic Disease Program contract with the California Highway Patrol,
- Peripheral relocations related to the COC capital project,
- Major maintenance projects,
- Capital projects, including the County Operations Center (COC) and Annex Redevelopment - Phase 1B project, Juvenile Probation Complex Parking Expansion, MSCP land acquisition, Sweetwater Regional Park energy upgrades, Sweetwater Lane Park

synthetic turf project, Agua Caliente Park water, sewer, and electrical line replacement, Animal Services South Shelter Cat Housing Facility replacement project, and Animal Services South Shelter multi-purpose barn,

- General Plan Update/Zoning Ordinance project costs rebudget,
- MSCP (North) Resource Management Plans to protect biological and cultural resources,
- Consultants for work related to various Tribal councils,
- Web-based Stormwater Outreach project,
- Smuggler's Gulch dredging project,
- Vegetation management, fire suppression and debris clean up for Tijuana River and Otay River Valley,
- Fire program prevention and response activities, such as:
  - Fire Safe Communities Evacuation Study,
  - Volunteer personal safety equipment rebudget,
  - Fire Prevention personal safety equipment,
  - Volunteer Stipends rebudget,
  - Fire contract rebudget, and
  - Dead, dying and diseased tree removal rebudget,
- Firestorm 2007 permit waiver rebudget,
- Planning and Land Use Building Division core services support,
- Campo Wastewater Plant upgrades,
- Inland Rail Trail project management rebudget,
- Valley Center Interpretive Trail signs rebudget,
- Sweetwater utility conversion rebudget,
- Assorted stormwater, residential pest management and flood control costs rebudget,
- Woodside Drainage improvement rebudget,
- Contribution to the Environmental Trust Fund to sustain operations in future years at County-owned inactive or closed landfills,
- Animal Services Central Shelter cat cages replacement,
- Animal Services flatbed trailers,
- Fund balance designations for the Registrar of Voters for low revenue election years,
- Registrar of Voters November 2010 Gubernatorial General Election support,
- Workforce Academy for Youth (WAY) program,
- Various information technology projects, such as:
  - Document digitization in Planning and Land Use and Public Works,
  - Infrastructure and upgrade needs in the District Attorney's Office,
  - Intergraph Computer Assisted Design (CAD) in the Sheriff's Department,
  - IT costs associated with the COC relocations in the Sheriff's Department,
  - Land Use and Environment Group Business Case Management System rebudget,
  - Geographic Information System enhancements rebudget,
  - Documentum electronic repository for CD files project in Housing and Community Development,
  - Centralized "on-boarding" process in the Department of Human Resources,
  - Registrar of Voters IT enhancements and equipment,
  - Learning Management System (LMS) upgrade,
  - Web Integrated Tax System (WITS) 2.0 one-time project,
  - One-time County Technology Office Initiatives,
  - Integrated Property Tax System implementation rebudget, and
  - Service First online initiative rebudget,
- One-time match for library material donations for the new Ramona and Fallbrook library branches,
- Replacement of the County Law Case Management System,
- Grants provided to community organizations,
- One-time support to partially offset the dramatic decline in Proposition 172 revenues, and
- Management reserves.

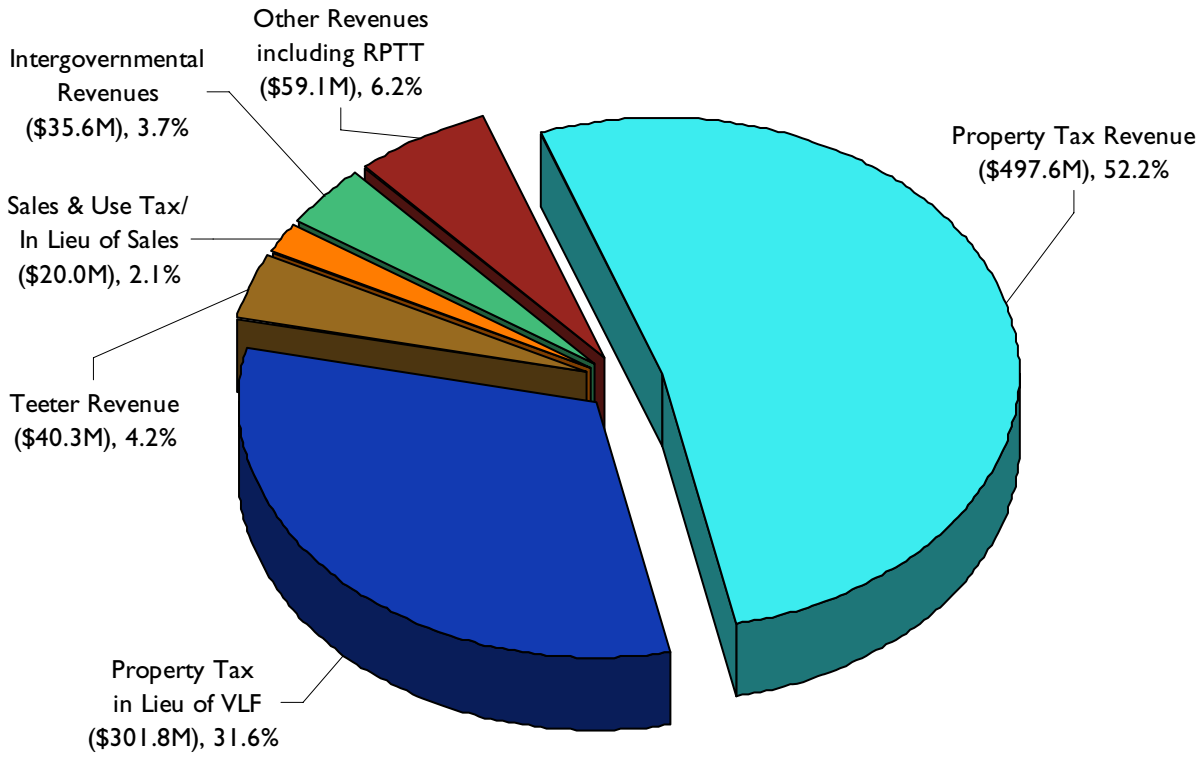
General Purpose Revenue

General Purpose Revenue by Source

General Purpose Revenue (GPR) represents approximately 26.2% of the General Fund's Financing Sources. The revenues come from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales tax, real property transfer tax (RPTT), Aid from Redevelopment Agencies, 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 Revenue are discussed below.

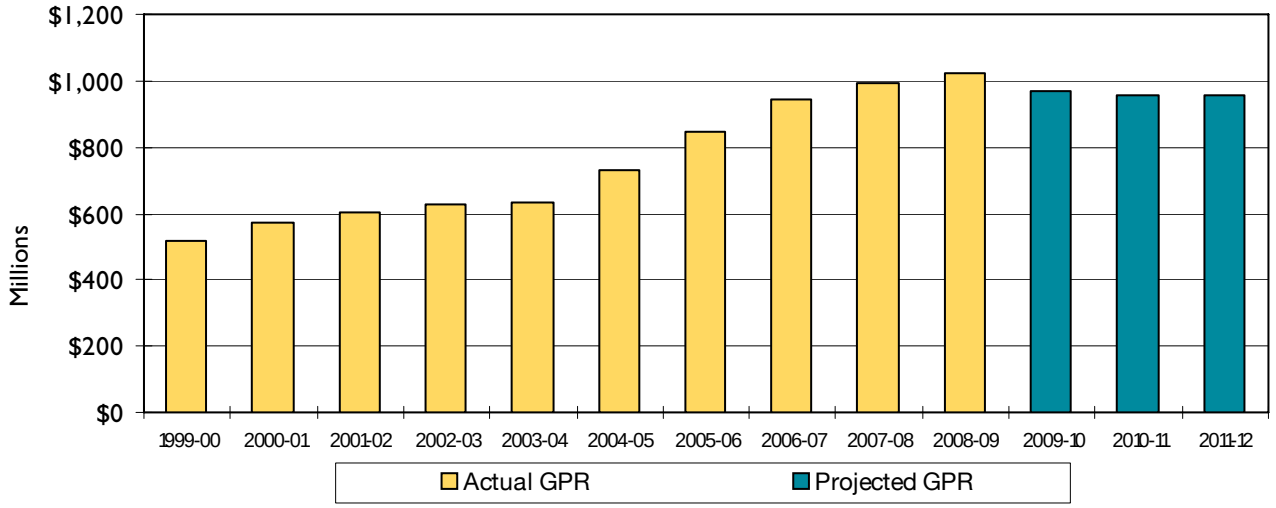
General Purpose Revenue by Source

Fiscal Year 2010-11: $954.4 million



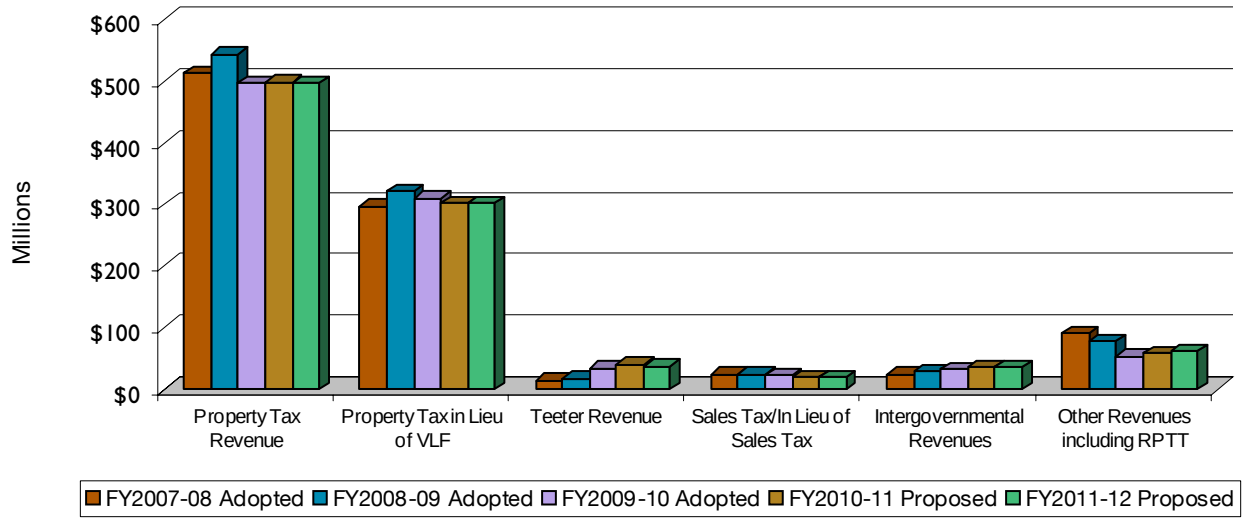
From Fiscal Year 1999 - 2000 through Fiscal Year 2008-09, GPR grew by an annual average of $55.7 million. However, the national recession that began in December 2007 and the corresponding State and local downturn have had a significant impact on GPR. For Fiscal Year 2010-11, the $954.4 million proposed for GPR is an increase of $3.7 million or 0.4% from the Fiscal Year 2009-10 budgeted amount of $950.7 million. These resources are projected to decline slightly to $953.3 million in Fiscal Year 2011-12. See the chart on the following page for an historical view of GPR.

General Purpose Revenue History
Fiscal Year 1999-00 Through Fiscal Year 2011-12



Notes: General Purpose Revenue (GPR) for 1999-00 through 2008-09 represent actual revenue. 2009-10 represents projected revenue as of March 31, 2010. GPR projections for 2010-11 and 2011-12 represent the proposed amounts for the 2010-12 CAO Proposed Operational Plan.

General Purpose Revenue by Source
Fiscal Years 2007-08 Through 2011-12



General Purpose Revenue by Source (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Property Tax Revenue	$ 511.4	$ 543.1	$ 496.3	$ 497.6	$ 496.7
Property Tax in Lieu of VLF	297.1	321.0	309.3	301.8	301.8
Teeter Revenue	14.6	18.1	33.9	40.3	37.0
Sales and Use Tax/In Lieu of Sales Tax	24.7	24.8	23.4	20.0	20.3
Intergovernmental Revenues	24.9	29.1	33.4	35.6	35.9
Other Revenues including RPTT	90.8	78.7	54.4	59.1	61.5
Total	$ 963.6	$ 1,014.7	$ 950.7	$ 954.4	$ 953.3

Property Tax Revenue

Property Tax Revenue, ($497.6 million in Fiscal Year 2010-11 and $496.7 million in Fiscal Year 2011-12), including current secured, current supplemental and current unsecured combined represents 52.2% of the total General Purpose Revenue. (The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year.) For Fiscal Year 2010-11, proposed property tax revenue is $1.3 million or 0.3% higher than budgeted for Fiscal Year 2009-10. Property tax revenue is projected to decline 0.2% or $0.8 million for Fiscal Year 2011-12.

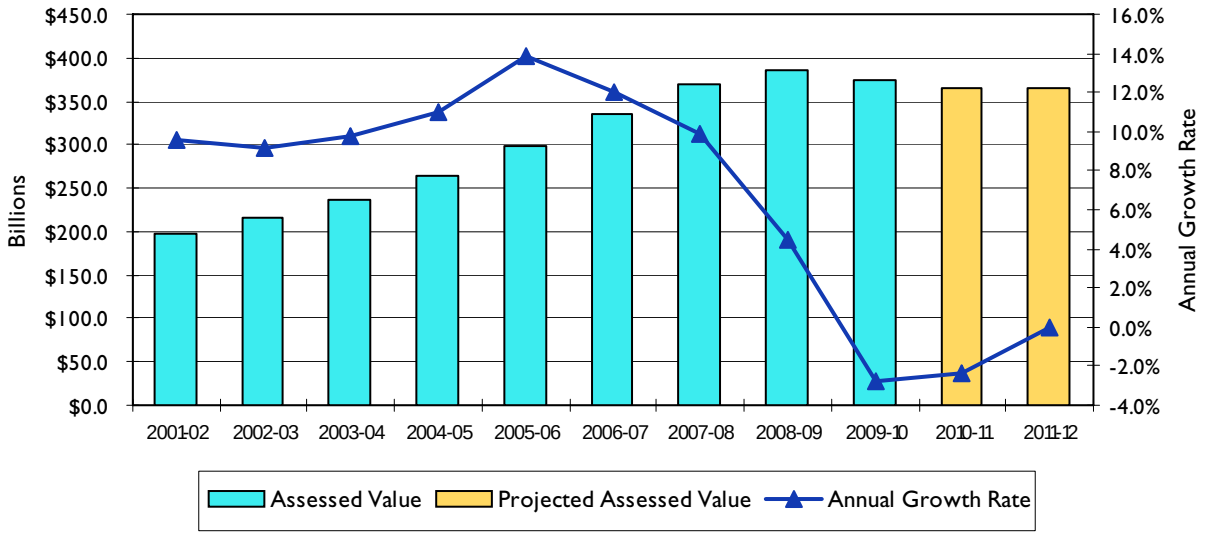
Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured, and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by the counties are then distributed to the various taxing entities.

The assessed value of real property has been in decline over the last two years in San Diego County as a result of the credit crisis and economic downturn that began in 2007. Consequently property tax revenue has decreased. Both the commercial and residential real estate markets remain soft, although signs of stabilization have begun to appear as discussed above in the Economic Indicators section beginning on page 20. The table above presents a summary of historical and projected property tax revenues to show the changes by category.

- ***Current Secured*** property taxes ($477.2 million in Fiscal Year 2010-11 and $476.3 million in Fiscal Year 2011-12) are expected to decrease by $1.9 million in Fiscal Year 2010-11 over the adopted level for Fiscal Year 2009-10.

  These revenues are generated from the secured roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2010-11 revenue amount assumes a 2.35% decrease in the local secured assessed value over the actual current secured assessed value amount for 2009-10, and makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate, and the amount of tax roll corrections and refunds on prior year assessments. In Fiscal Year 2010-11, corrections and refunds are expected to decline compared to Fiscal Year 2009-10 because a significant portion of the decrease in property values since 2007 will have been captured and reflected in the total value of the 2010 tax assessment roll. Thus, while the amount of secured property tax payments will decrease because of the decline in assessed value, the decrease in property tax revenues will be mitigated by the reduction in expected refunds and corrections. The result is only a 0.4% decrease in current secured property tax revenues in Fiscal Year 2010-11 compared to the amount budgeted for Fiscal Year 2009-10. For Fiscal Year 2011-12, local secured assessed value is assumed to remain flat but the County's share of total property tax revenues is expected to decrease marginally.

San Diego County Locally Assessed Secured Property Values
Fiscal Year 2001-02 to Fiscal Year 2011-12



Notes: The projected locally assessed secured values assume a -2.35% decline in Fiscal Year 2010-11 and no growth in Fiscal Year 2011-12.
Source: San Diego County Auditor and Controller.

- ***Current Supplemental*** property taxes ($3.1 million in Fiscal Year 2010-11 and $3.2 million in Fiscal Year 2011-12) are derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are, therefore, more difficult to predict. These actions are captured on the supplemental roll. The slowdown in new construction and the decline in real estate prices 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 exceeded $38.3 million in Fiscal Year 2008-09. Supplemental refunds are projected to exceed $20.0 million in Fiscal Year 2009-10, and are anticipated to decline gradually starting in Fiscal Year 2010-11.

  Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, to $14.0 million in Fiscal Year 2007-08, and to $2.4 million in Fiscal Year 2008-09. As of the third quarter of Fiscal Year 2009-10, current supplemental property tax revenues are projected to total $2.9 million. The proposed operational plan assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2010-11 amount being $3.0 million, followed by a marginal increase to $3.2 million in Fiscal Year 2011-12.

- ***Current Unsecured*** property taxes ($17.3 million in Fiscal Year 2010-11 and $17.2 million in Fiscal Year 2011-12) do not build on a prior year base. The unsecured roll is that part of the assessment roll, consisting largely of business personal property owned by tenants. The roll is forecasted based on trends and available information at the time the budget is developed. A marginally more conservative projection was used for Fiscal Year 2011-12.

Property Tax Summary (in millions)

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Estimated Actuals	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Current Secured	$ 511.8	$ 500.5	$ 479.2	$ 481.8	$ 477.2	$ 476.3
Current Supplemental	15.1	2.4	0.3	2.9	3.1	3.2
Current Unsecured	16.2	16.9	16.8	16.9	17.3	17.2
Total	$ 543.1	$ 519.8	$ 496.3	$ 501.6	$ 497.6	$ 496.7

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.6% ($301.8 million) of the proposed General Purpose Revenue amount in Fiscal Year 2010-11 and 31.7% ($301.8 million) in Fiscal Year 2011-12. Beginning in Fiscal Year 2004-05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value, which is estimated to be a reduction of 2.3% for Fiscal Year 2010-11. The Fiscal Year 2011-12 revenue is estimated using a flat assessed value growth calculation.

Teeter Revenues

Teeter Revenues ($40.3 million in Fiscal Year 2010-11 and $37.0 million in Fiscal Year 2011-12) represent about 4.2% of General Purpose Revenue in Fiscal Year 2010-11.

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

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

For Fiscal Year 2010-11, collections from previous years' receivables are expected to decrease by $1.1 million based on the size of the outstanding annual receivables and based on anticipated collection trends and market conditions. In Fiscal Year 2010-11, excess amounts from the Teeter Tax Loss Reserve Fund are projected to increase from the $14.0 million that was budgeted in Fiscal Year 2009-10 to $21.5 million based on the change in the expected level of Teetered taxes. They are expected to decrease to $19.0 million in Fiscal Year 2011-12.

Sales & Use Tax Revenue

Sales & Use Tax Revenue ($20.0 million in Fiscal Year 2010-11 and $20.3 million in Fiscal Year 2011-12) represents about 2.1% of General Purpose Revenue and is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county or from use taxes from consumers who purchase tangible personal property from out of state. Use taxes are also imposed on the storage, use, lease or other consumption of

tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table above reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF). The ERAF was established in 1992-93 and 1993-94 in response to serious State budgetary shortfalls. The legislature and administration permanently redirected over $3 billion of property taxes from cities, counties, and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount. The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to $15.0 billion in bonds authorized by Proposition 57 (2004), Economic Recovery Bond Act, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF.

Sales & Use Tax revenue had been growing moderately over the past few years in concert with population growth and new retail business formation in the unincorporated areas of the county. However, the recent economic volatility, housing market declines, and unemployment trends have impacted retail sales at the statewide, Southern California and San Diego regional level resulting in a projected Fiscal Year 2009-10 shortfall compared to budget of $3.7 million. The sales tax revenues are showing signs of improvement in the first three months of 2010 compared to 2009 and this trend is expected to continue through the end of the calendar year. That positive trend, however, suggests only about a $0.3 million improvement over estimated actuals for Fiscal Year 2009-10, resulting in an amount proposed to be budgeted for Fiscal Year 2010-11 that is approximately $3.4 million, or 14.6%, below the Fiscal Year 2009-10 Adopted Budget. Sales Tax growth in Fiscal Year 2011-12 is anticipated to be $0.3 million, or 1.5%, over Fiscal Year 2010-11.

Intergovernmental Revenue (in millions)

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Estimated Actuals	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Aid from Redevelopment Agencies	$ 18.0	$ 37.7	$ 22.1	$ 24.7	$ 24.3	$ 24.6
State Aid HOPTR	5.3	5.1	5.1	5.0	5.0	5.0
Federal Payments In Lieu of Taxes	0.6	1.5	1.0	1.1	1.1	1.1
Aid from City of San Diego	5.2	7.57	5.2	5.2	5.2	5.2
Total	$ 29.1	$ 51.9	$ 33.4	$ 36.0	$ 35.6	$ 35.9

Intergovernmental Revenue

Intergovernmental Revenue ($35.6 million in Fiscal Year 2010-11 and $35.9 million in Fiscal Year 2011-12) represents funding the County receives from various intergovernmental sources including Redevelopment Agencies, the City of San Diego (pursuant to a Memorandum Of Understanding related to the County's Central Jail), the federal government (Payments in Lieu of Taxes (PILT) for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief (HOPTR) program). The largest portion of this funding is from redevelopment agencies based on the provisions of Article 16, Section 16 of the California Constitution, and Health and Safety Code Section 33670 which provides for the division of certain portions of property tax revenues between redevelopment projects and other taxing agencies. Under the HOPTR program, homeowners are exempted from paying property taxes on the first $7,000 of the assessed value of their personal residence and the state reimburses local taxing entities for the related loss of revenue. The table above presents a summary of historical and projected intergovernmental revenue to show the changes by category.

Other Revenues

Other Revenues for Fiscal Year 2010-11 total $59.1 million and increase to $61.5 million in Fiscal Year 2011-12. The Fiscal Year 2010-11 amount represents an 8.6% or $4.7 million increase over the Fiscal Year 2009-10 Adopted Budget, primarily from an anticipated increase in Real Property Transfer Tax (RPTT). Various revenue sources make up this "Other Revenues" category including RPTT, interest on deposits, fines, fees and forfeitures, prior year property taxes, penalties & cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues.

The largest component of this revenue category for Fiscal Year 2010-11, at $17.1 million, is Penalties & Cost Delinquency Taxes. These revenues are received as a result of penalties assessed on the late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). The second largest component of Other Revenues, Real Property Transfer Tax, is a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2010-11 is proposed to be budgeted at $12.7 million, a 116% ($6.8 million) increase from the Fiscal Year 2009-10 Adopted Budget, reflecting an improvement in the volume of transactions from the substantial slowing and overall volatility that began in fall 2008. Revenues are projected to improve by $0.6 million or 5.0% in Fiscal Year 2011-12 with an assumption that property re-sales will continue to improve, but only modestly. 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 $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% of the revenues from transactions in the incorporated areas. The table below presents a summary by account of historical and projected General Purpose Revenue.

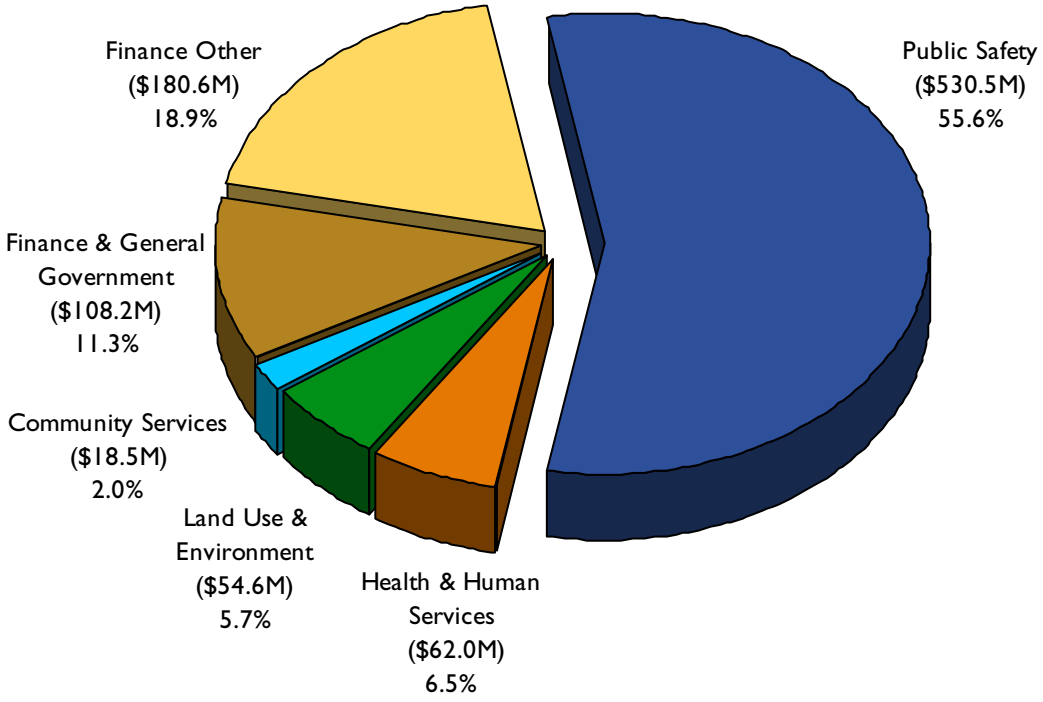
General Purpose Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Property Taxes Current Secured	$ 474,620,362	$ 511,838,614	$ 479,141,686	$ 477,192,517	$ 476,341,208
Property Taxes Current Supplemental	20,774,990	15,049,668	315,120	3,044,869	3,189,148
Property Taxes Current Unsecured	15,998,030	16,173,808	16,826,271	17,338,957	17,205,054
Property Tax In Lieu of VLF	297,094,027	320,951,431	309,263,588	301,837,082	301,837,082
Teeter Tax Reserve Excess	2,500,000	5,000,000	14,000,000	21,500,000	19,000,000
Teeter Prop Tax Cumulative Prior Years	12,104,075	8,495,850	4,435,615	6,204,217	5,709,718
Teeter Prop Tax Prior Year		4,610,797	15,455,034	12,554,621	12,299,045
Sales & Use Taxes	18,446,000	18,258,000	17,442,429	14,999,966	15,224,965
In Lieu Local Sales & Use Tax	6,276,651	6,499,874	5,990,080	5,003,345	5,078,395
State Aid HOPTR	5,286,616	5,286,616	5,078,014	4,985,000	4,985,000
Federal In-Lieu Taxes	640,728	640,728	1,023,206	1,056,408	1,056,408
Aid From City Of San Diego	5,222,553	5,222,553	5,222,553	5,222,553	5,222,553
Redevelopment Incr./Aid from Red. Agencies	13,800,000	18,000,000	22,100,000	24,362,009	24,612,382
Property Taxes Prior Secured	200,000	400,000	400,000	400,000	400,000
Property Taxes Prior Secured Supplemental	13,449,234	8,042,956	2,583,671	2,030,625	2,132,156
Property Taxes Prior Unsecured	500,000	100,000	300,000	300,000	300,000
Property Taxes Prior Unsecured Suppl.	200,000	-	300,000	200,000	200,000
Other Tax Aircraft Unsecured	1,750,000	2,078,915	3,045,000	3,045,000	3,090,675
Transient Occupancy Tax	3,000,000	3,200,000	3,300,000	2,500,000	2,600,000
Real Property Transfer Taxes	21,456,251	17,739,779	5,854,000	12,659,593	13,292,572
Franchises, Licenses, Permits	4,896,000	5,366,234	9,231,379	10,083,693	10,136,530
Fees, Fines & Forfeitures	1,815,890	1,393,208	2,141,064	2,124,258	2,196,598
Penalties & Cost Delinquency Taxes	17,543,586	18,469,627	18,412,468	17,102,675	17,038,429
Interest On Deposits & Investments	25,000,000	21,172,081	7,385,109	7,623,775	9,123,775
Interfund Charges/ Miscellaneous Revenues	1,025,007	709,261	1,458,713	1,028,837	1,028,307
Total	$ 963,600,000	$ 1,014,700,000	$ 950,705,000	$ 954,400,000	$ 953,300,000

Allocation of General Purpose Revenue by Group

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal/State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the recommended Fiscal Year 2010-11 budget for the Public Safety Group represents 26.4% of total County expenditures, the allocation of General Purpose Revenue for services in that Group equals 55.6% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 38.1% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.5% of the total GPR. As noted above, the total amount of GPR increases in the Fiscal Year 2010-11 Proposed Budget by $3.7 million, but only the Public Safety Group is recommended to have its allocation increased; the allocations to the four other operating groups are proposed to be decreased. The GPR allocations for all five of the operating groups are proposed to increase in Fiscal Year 2011-12.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2010-11: $954.4 million

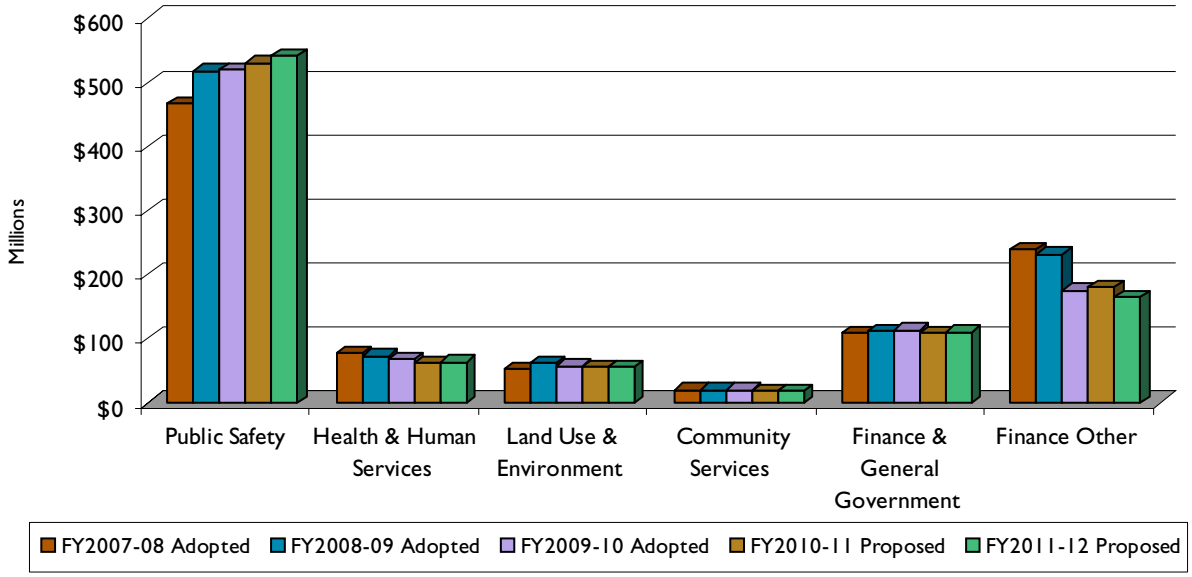


The proposed allocation of GPR for Fiscal Years 2010-11 and 2011-12 reflects a multi-year strategic approach to managing County resources within the current challenging economic environment. The primary goals of this strategy are to preserve core public safety and non-public safety services, maintain the commitment to the County's capital program and position the County for addressing anticipated increases in contributions to the retirement fund.

The various aspects of the challenging economic environment are described elsewhere in this document, but to recap, the County has been facing falling revenues from significant funding sources once considered to be the solid foundation for meeting the needs of a steadily growing population. The total assessed value of real estate in the County is expected to fall for the second year in a row, resulting in a decline in revenues from current secured property taxes and from property tax in lieu of vehicle

license fees, both key components of GPR, which, as noted above, is projected to be $954.4 million in Fiscal Year 2010-11, a large drop from a high of $1.01 billion in Fiscal Year 2008-09. The significant drop in retail sales statewide has caused Proposition 172 and Realignment revenues to plummet from a high of $236.4 million for Proposition 172 in Fiscal Year 2005-06 to the Fiscal Year 2010-11 proposed amount of $185.9 million ($50.5 million), and from a high of $313.0 million for Realignment in Fiscal Year 2006-07 to the Fiscal Year 2010-11 proposed amount of $254.7 million ($58.3 million).

General Purpose Revenue Allocations by Group/Agency
Fiscal Years 2007-08 Through 2011-12



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

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
Public Safety	$ 467.2	$ 517.6	$ 519.1	$ 530.5	$ 540.9
Health & Human Services	77.4	72.2	67.6	62.0	63.1
Land Use & Environment	51.9	62.2	56.5	54.6	55.9
Community Services	19.5	19.9	19.2	18.5	18.7
Finance & General Government	107.6	111.7	113.3	108.2	110.2
Finance Other	240.1	231.1	175.1	180.6	164.5
Total	$ 963.6	$ 1,014.7	$ 950.7	$ 954.4	$ 953.3

Compounding the impact of these and other falling or stagnant revenues, required contributions to the retirement fund are expected to increase by an average of 20% annually over the next five years as a result of a 25.71% loss in the retirement fund's market value in Fiscal Year 2008-09. While this rate of increase is not certain, and could in fact be more or less depending upon the actual performance of the fund, it is prudent to plan with this possibility in mind.

The proposed resource management strategy over the next two years is summarized as follows:

- Increase the GPR allocation to the Public Safety Group in Fiscal Year 2010-11 by $11.3 million to cover the net cost of negotiated salary and benefit increases;
- Reduce the GPR allocations to the other four operating groups and the County Library Fund in Fiscal Year 2010-11 by a total of $15.4 million and reallocate those resources to the pension stabilization fund;
- Shift resources no longer needed for pension obligation bond payments to the retirement contributions account to make the required increase in pension fund payments in Fiscal Year 2010-11 as well as to make voluntary additional payments to the fund to help reduce the unfunded actuarial accrued liability;
- Use fund balance of $16.3 million in Fiscal Year 2010-11 to partially offset the $25.0 million decrease in budgeted Proposition 172 revenues in the Public Safety Group in order to sustain core services until the economic indicators can provide a clearer picture of likely revenue levels for Fiscal Year 2011-12 and beyond;
- Use $4.4 million of the Realignment fund balance designation in Fiscal Year 2010-11 to partially offset the decrease in budgeted Realignment revenues;
- Assume no negotiated wage or benefit increases for Fiscal Year 2011-12;
- Shift $15.0 million from the pension stabilization fund in Fiscal Year 2011-12 to the five operating groups to fund the net cost of the anticipated further increase in required retirement fund contributions;
- Tentatively allocate $16.3 million of fund balance in Fiscal Year 2011-12 to public safety services in PSG only as a placeholder until a clearer revenue picture for that year emerges. The intent is to eliminate the use of fund balance in Fiscal Year 2011-12 and evaluate the combination of options that may be available to close this gap; and
- Use $32.8 million of the Realignment fund balance designation in Fiscal Year 2011-12 to offset the anticipated shortfall in realignment revenues compared to the County's obligation to fund a share of the costs for certain health and social services programs. This amount is tentative and dependent upon the direction of the economy over the next year.

Further detail about the impact of the reductions in GPR allocations is provided in the Group/Agency and department sections that begin on page 109. The above charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2010-11 and 2011-12 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 2010-11 proposed capital projects budget for the County is $192.5 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 2010-11)		
Capital Outlay Fund	$ 135,460,000	7
Justice Facility Construction Fund	57,000,000	2
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2010-11)	$ 192,460,000	9
Projects Underway		
Public Safety Group	$ 104,617,875	10
Health & Human Services Agency	1,486,783	4
Land Use & Environment Group	119,590,340	102
Community Services Group	145,212,721	14
Finance & General Government Group	6,883,705	1
Total - Projects Underway	$ 377,791,424	131
Grand Total	$ 570,251,424	140

The Capital Program section of this Operational Plan on page 423 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, 2009 and proposed for July 1, 2010.

Projected County Reserves and Resources (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget
General Reserve	$ 55.5	$ 55.5
General Fund Contingency Reserve-Operations	20.0	20.0
Group/Agency Management Reserves	29.6	28.7
Debt Service Reserves	31.5	24.2
Environmental Trust Fund	66.1	61.5
Tobacco Securitization Endowment Fund	427.0	393.6
Workers' Compensation Fund	92.1	92.5
Public Liability Fund	27.0	31.4
Total	$ 748.8	$ 707.4

Fund Balance Designations (General Fund only, in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget
Designated - Sheriff Capital Project	$ 4.0	$ 4.0
Designated - Dept. of Voter Registration	0.0	1.2
Designated - Planning and Land Use	0.7	0.7
Designated - Environmental Health	3.3	0.0
Designated - HA Kearny Mesa Lease	0.2	0.0
Designated - Realignment	73.7	69.3
Designated - ROV Equipment Replacement	0.4	0.4
Designated - Economic Uncertainty	100.0	100.0
Total	$ 182.3	$ 175.6

General Reserve — A reserve established to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board, and in the case of a legally declared emergency as defined in Government Code §29127, the Board by a four-fifths vote may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's General Reserve of $55.5 million equates to 5.8% of Fiscal Year 2010-11 General Purpose Revenue 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 Revenue. The amount proposed for Fiscal Year 2010-11 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 and Lease Revenue Bonds that are set aside to provide assurance to the investors that funds are available should the County not be able to make a lease payment from currently budgeted resources. The necessary level of debt service reserves was reduced as part of the Justice Facilities refunding in the fall of 2009.

Environmental Trust Fund — Proceeds from the sale of the County's Solid Waste System on August 12, 1997, were set aside to fund inactive/closed landfill management for approximately 30 years. The decrease from Fiscal Year 2009-10 to Fiscal Year 2010-11 represents the net of the amount projected to be drawn down to support landfill management operations during Fiscal Year 2009-10 and the proposed addition of $4.0 million to the fund, based on General Fund fund balance, 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 $95.0 million as of July 1, 2010, which includes $22.4 million in expected costs for Fiscal Year 2010-11. The cash balance in the fund is projected to be $92.5 million as of July 1, 2010.

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 $23.1 million, which includes $10.7 million in expected costs for Fiscal Year 2010-11. The cash balance in the fund is projected to be $31.4 million as of July 1, 2010.

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. The designation is proposed to be increased by $1.2 million in Fiscal Year 2010-11 and used as a funding source for Fiscal Year 2011-12.
- **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. Now that the designation has been depleted, future payments will be offset by General Purpose Revenue, in recognition of interest that would otherwise have been earned on the Housing Authority funds.

- **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. The Health and Human Services Agency is proposing to use $4.4 million of this designation to support its programs because of the economic downturn's continued impact on realignment revenues.
- **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** — This designation was established in Fiscal Year 2009-10, to comply with Board of Supervisors Policy B-71, *Fund Balance and Reserves*, which sets a target amount that equates to 10% of General Purpose Revenue. The designation is proposed to remain at $100.0 million, slightly above the Fiscal Year 2010-11 10% target level.

Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the provision of services by the County; (ii) achieve savings in meeting its obligations to the pension fund; and (iii) provide for short term cash flow requirements. The decision to use debt financing is governed by several factors including the nature of the project to be financed, availability of other financing, and 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 (CFO), 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 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 credit review by the three rating agencies was performed in September 2009 in relation to the County's refunding of two of its existing Certificates of Participation (COPs) transactions -- the 1997 Central Jail COPs and the 1998 Downtown Courthouse COPs. 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 they assigned. According to Standard and Poor's credit research report issued in September 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."

More recently, Moody's Investor Service and Fitch Ratings have proceeded with recalibration activities of certain U.S. municipal finance credit ratings. Effective April 16, 2010, Moody's applied its Global Scale Rating (GSR) to the County and on April 30, 2010, Fitch Ratings recalibrated their ratings assigned to the County. The ratings in the table below reflect these recalibrations.

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)	Aa1 (GSR)	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa3 (GSR)	AA+	AA+
Pension Obligation Bonds	Aa2 (GSR)	AA+	AA+
San Diego County Retirement Association	—	AAA	—
County Investment Pool	—	AAAf/S1	—

GSR - Global Scale Rating

Authority to Finance and Bond Ratios

The table on the following page lists the statutes authorizing the County of San Diego to enter into long- and short-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All long- 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.

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.

Authority to Finance

Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §§5900 et seq. and 29900 et seq.
	Maximum Indebtedness: Government Code §29909
	Short-Term TRANs: Government Code §53820 et seq.
	Pension Obligation Bonds: Government Code §53506 et seq.
Nonprofit Public Benefit Corporation	Corporations Code §§5110 et seq.
Joint Powers Authority	Government Code §6500 et seq.
Redevelopment Agency	Health and Safety Code §33000 et seq.
Housing Authority	Health and Safety Code §34200 et seq.
	Multi-family Bonds: Health and Safety Code §52075 et seq.
Assessment Bonds	Street and Highway Code §6400 et seq. and §8500 et seq.
Mello-Roos Community Facilities District	Government Code §53311 et seq.
Conduit Bonds	Government Code §26227

Bond and Debt Service Ratios

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

Bond Ratios

	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Net Bonded Debt (in millions)	$1,597.0	$1,578.7	$1,404.1	$1,436.7[1]	$1,265.4[1]
Net Bonded Debt per Capita	$515	$504	$442[2]	$448[2]	$390[2]
Ratio of Net Bonded Debt to Assessed Value	0.45%	0.41%	0.35%	0.36%	0.33%

[1] Net Bonded Debt is reported as of June 30, 2010, and it excludes Redevelopment Agency Bonds (approximately $14.6 million as of June 2010) and reflects the net effect of debt service reserves.

[2] Based on the estimated January 1, 2009 population figures for the County of San Diego provided by the State of California Department of Finance, and a projection of the January 1, 2010 and January 1, 2011 populations figures.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property in the county. The estimated taxable assessed value in the county as of June 30, 2010 is $387.5 billion.

General Fund Debt Service Ratios

The Total Debt Service reported in the table below is comprised of payments on the County's Pension Obligation Bonds, Certificates of Participation and Lease Revenue Bonds. They are described in the following section titled "Long-Term Obligations." In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds is provided on page 443 in the Capital Program section.

Components of General Fund Debt Service Ratio (in millions)

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	Fiscal Year 2011-12 Proposed Budget
General Fund Revenue[1]	$ 3,340.5	$ 3,464.6	$ 3.446.3	$ 3.422.1	$ 3.389.7
Total Debt Service[2]	$ 115.2	$ 128.3	$ 129.4	$ 120.5	$ 120.6
Ratio of Total Debt Service to General Fund Revenue	3.45%	3.70%	3.75%	3.52%	3.56%
General Fund Share of Debt Service Cost [3]	$ 99.1	$ 108.5	$ 103.5	$ 93.6	$ 94.7
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.97%	3.13%	3.00%	2.73%	2.79%

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

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

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

Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2010 and projected as of June 30, 2011 is:

Outstanding Principal Bonded Debt (in millions)

	As of June 30, 2010	Projected as of June 30, 2011
Certificates of Participation	$ 278.4	$ 251.6
Lease Revenue Bonds	136.9	136.9
Pension Obligation Bonds	874.3	848.9
Redevelopment Agency Bonds	14.6	14.3
Total	$ 1,304.2	$ 1,251.7

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

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

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

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

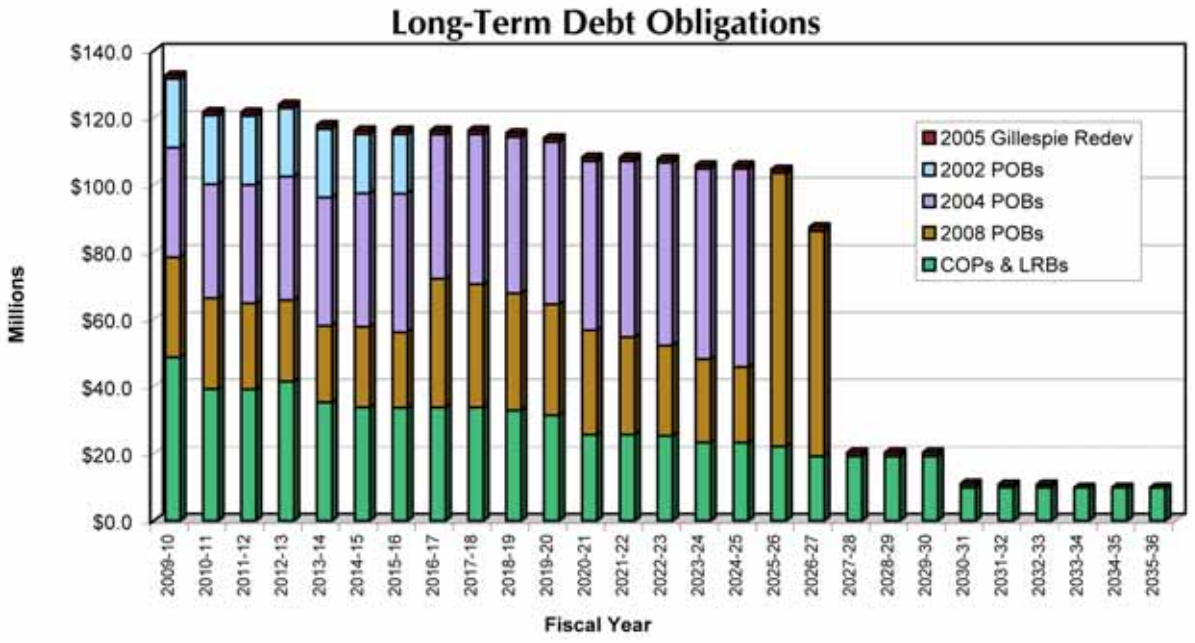
As of August 15, 2009, a total of $264 million of the principal component of the County's outstanding taxable POBs issuances have been prepaid. As anticipated in the Fiscal Year 2009-10 Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the $100 million of outstanding 2008 Series B1-2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity to Fiscal Year 2026-27. As of February 15, 2010, the County had $872.8 million of taxable POBs outstanding.

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 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge is a limited obligation of the County and is not secured by the County's General Fund. This pledge along with certain tax increment revenues generated in the Gillespie Field Redevelopment Project Area support annual principal and interest payments of approximately $1.2 million through Fiscal Year 2032-33; the final maturity of the 2005 TABs is in December 2032.

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, which includes the promise to levy an ad valorem tax in an unlimited amount as necessary to pay debt service. The County has no outstanding General Obligation Bonds.

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



The following chart reflects the County's outstanding financings as of June 30, 2010:

Outstanding County Financings

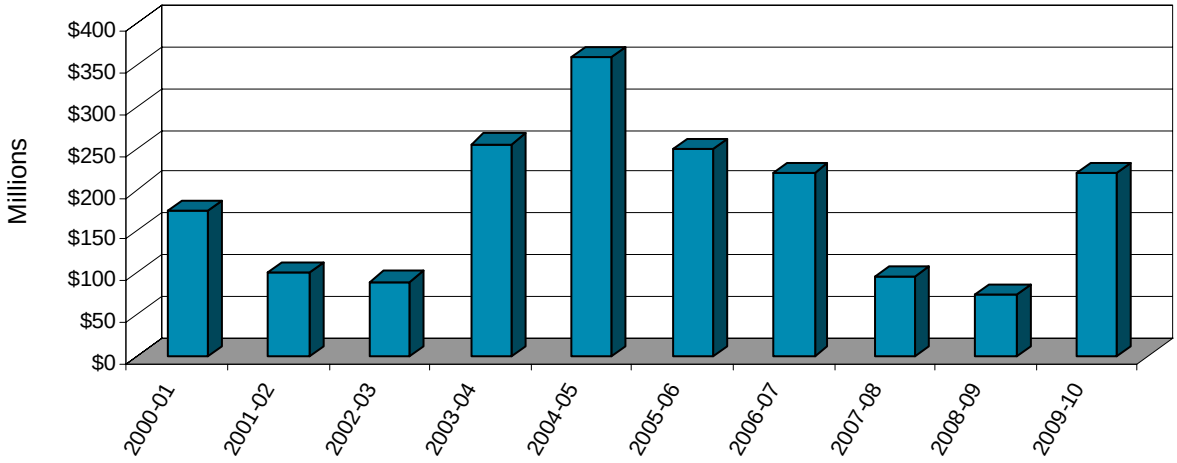
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation and Lease Revenue Bonds			
1993 Master Refunding	2012	$ 203,400	$ 14,800
2001 MTS Tower Refunding	2019	36,960	24,075
2002 Motorola	2010	26,060	3,320
2005 North & East County Justice Facility Refunding	2019	28,210	21,695
2005 Edgemoor & RCS Refunding	2019	112,395	92,410
2006 Edgemoor Completion Project	2030	42,390	41,115
2009 COC Phase 1A	2036	136,885	136,885
2009 Justice Facilities Refunding	2025	80,940	80,940
Total Certificates of Participaton and Lease Revenue Bonds		$ 667,240	$ 415,240
Taxable Pension Obligation Bonds			
Series 2002	2015	$ 132,215	$ 102,215
Series 2004 (1)	2024	454,113	437,186
Series 2008	2027	343,515	334,935
Total Taxable Pension Obligation Bonds		$ 929,843	$ 874,336
Redevelopment Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$ 16,000	$ 14,640
Total Tax Allocation Bonds		$ 16,000	$ 14,640

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

Short-Term Obligations

During the course of the fiscal year, the County may experience temporary shortfalls in cash because of the unequal timing of 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.

Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing 2000-01 Through 2009-10



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

The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of nonprofit organizations upon recommendation of the Debt Advisory Committee. 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, the financing is then 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 assigned an investment grade.

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 assessment financing, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the assessment financing will be borne by the applicants.

The following chart reflects the County's outstanding conduit issuances as of June 30, 2010:

Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp HealthCare	2028	$ 112,020	$ 86,700
1998 San Diego Natural History Museum	2028	15,000	12,000
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	9,000
2003 Chabad Hebrew Academy	2023	11,700	8,775
2003 San Diego Jewish Academy	2023	13,325	10,650
2004 Bishop School	2044	25,000	24,370
2004 Museum of Contemporary Art	2034	13,000	10,525
2005 Burnham Institute for Medical Research *	2031	24,500	20,785
2006 Burnham Institute for Medical Research	2034	59,405	55,370
2006 San Diego Foundation	2036	13,500	13,070
2008 The Arc of San Diego	2038	13,250	13,250
Total Conduits		$ 369,320	$ 312,440
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 1,406
2001 Village West	2031	4,438	3,819
2002 Spring Valley	2032	3,250	1,912
Total Housing		$ 9,358	$ 7,137
Reassessment Bonds			
1997 4S Ranch Reassessment District Bonds	2012	$ 21,755	$ 5,655
Total Reassessment Bonds		$ 21,755	$ 5,655

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

Summary of Financial Policies

Background

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

Financial Planning and Budget

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

- With the GMS as a guide for fiscal management practices, the County will:
  - Maintain fiscal stability to ensure the ability to provide services that customers rely on, in good times and in bad. All departments share in the responsibility of ensuring fiscal stability for the County.
  - Ensure that the financial management activities of the County support structural balance between ongoing revenues and expenditures.
  - Using the Strategic Plan as a guide, develop an annual five-year financial forecast to review primary cost drivers, service needs and available funding sources, which will lay the foundation for the upcoming Operational Plan.
  - Annually develop a structurally balanced two-year Operational Plan; the first year of which is formally adopted by the Board of Supervisors as the County's budget, with the second year accepted as a tentative plan.
  - Conduct quarterly financial reporting processes to allow County managers to appropriately address changes in the external economic or internal fiscal conditions of the organization. At no time shall total expenditures exceed total appropriations; a budget amendment must be submitted and approved by the Board of Supervisors.
  - Develop and use performance measures to monitor progress and ensure that the County is on track to achieve its goals.

Revenues

- As a political subdivision of the State, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect taxes.
- The County shall review and evaluate revenues from all sources in order to maximize these revenues within existing legal provisions — **County Administrative Manual 0030-22**, *Revenue Management: Auditor and Controller & Chief Administrative Officer (CAO) Responsibilities*.
  - The County shall develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the CAO.
  - The County shall devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board.
- All revenues received by the County identified as "one-time" revenues will be appropriated to "one-time" expenditures only — **County Administrative Manual 0030-14**, *Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services they provide to agencies or individuals outside the County organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require Board of Supervisors approval for the non-reimbursed costs — **Board of Supervisors Policy B-29**, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
  - Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County (http://www.whitehouse.gov/omb/rewrite/circulars/a087/a87_2004.html).

- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing were unavailable.
- The establishment of fees, and subsequent changes to fees, will be done by ordinance or resolution at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently, if warranted, to allow for full cost recovery.
- The CAO shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. The County Counsel shall review all revenue contracts to ensure that the County's interests are protected.

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

Expenditures

- The Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary — **County Charter, Article VII, Section 703.4**.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or are to or from Capital Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors — **County Administrative Manual 0030-1**, *Transfers of Appropriations between Objects within a Budget Unit.*

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

Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to **Board of Supervisors Policy B-71**, *Fund Balance and Reserves*, the County will maintain fund balances and reserves in the General Fund as follows:
  - The *General Reserve* shall be targeted at the equivalent of 5% of budgeted General Purpose Revenue. The amount of the reserve may be increased or decreased at the time the budget is adopted with a three-fifths vote of the Board; after the budget is adopted, with a four-fifths vote of the Board, it may be increased or it may be used for legally declared emergencies as defined in Government Code §29127.
  - The General Fund appropriated *Contingency Reserve* shall be targeted at the equivalent of 2% of budgeted General Purpose Revenue. The Contingency Reserve provides a source of funding for unanticipated needs or to offset revenue shortfalls during the year.
  - *General Fund Designation of Fund Balance for Economic Uncertainty*: The maintenance level for this reserve shall be targeted at the equivalent of 10% of budgeted General Purpose Revenue. To the extent that fund balance is available in excess of that amount, the Chief Administrative Officer (CAO) may recommend the appropriation or commitment of the available balance for one-time purposes.
- Management Reserve appropriations may be established at the group or department level for unforeseen needs or one-time purposes that enhance or support services provided by the group or department.
- The Board may, from time to time, approve the designation of fund balance for specific purposes that are in addition to the designation for economic uncertainty.
- The Board may waive the requirement to maintain the reserves and fund balance designation for economic uncertainty at the targeted levels if it finds that it is in the best interest of the residents of the County to so do.
- In the event that the General Reserve, Contingency Reserve or Fund Balance Designation for economic uncertainty falls below targeted levels, the CAO will present a plan to the Board of Supervisors for restoration of those targeted levels.

Debt Management

- The County adopted **Board of Supervisors Policy B-65**, *Long-Term Financial Obligation Management Policy*, to ensure sound financial management. The Policy governs the County's entry into financial obligations that exceed one fiscal year.

- Long-term debt financing will not be used to fund current operations or to finance ongoing operations.
- The Debt Advisory Committee reviews and evaluates all long-term financing obligations which bear the County of San Diego's name or the name of any subordinate agency of the County or any conduit financing prior to approval by the Board of Supervisors. The Committee reviews all proposed financings and based on its satisfactory determination, provides an evaluation for the Board of Supervisors and concurs on any Board letter related to debt financings.
- The County may issue Tax and Revenue Anticipate Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to page 80 "Debt Management Policies and Obligations" section.

Investments

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

Capital Improvements

- The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- The need for capital improvements is assessed annually. **Board of Supervisors Policy B-37**, *Use of the Capital Program Funds,* establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- The physical assets of the County are extensive; thus, it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The Department is responsible for establishing the general objectives and standards for the location, design, and occupancy of County-owned or leased facilities, as well as serving as the steward of a Countywide master plan and individual campus plan - **Board of Supervisors Policy G-16**, *Capital Facilities and Space Planning*.
- Additional details on the County's Capital Program may be found on page 423.

Measurement Focus and Basis of Accounting

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

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, investment income, state and federal grants and charges for services are accrued at the end of the fiscal

year if their receipt is anticipated within 180 days. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from 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.

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

Financial Statement Presentation

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

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

Differences Between Budgetary and Financial Reports

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

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

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

- The Actual column represents the actual amounts of 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

Recent economic difficulties in the region have placed additional pressure on area governments to find innovative ways to deliver services and to meet program objectives in the face of shrinking resources. Despite these considerable challenges, the County of San Diego continues to strive 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. The County is proud that its leadership in these areas has been recognized for the following:

- For the fifth consecutive year, San Diego County received more **National Association of Counties (NACo)** ***Achievement Awards*** than any other county in the nation. Thirty-nine San Diego County programs were recognized for excellence in 2009. The award-winning programs operate within all five County business groups and include programs that serve children, youth and seniors, as well as those that promote environmental protection, public safety and efficient, effective county administration.
- In 2009, the County of San Diego and Mental Health Systems, Inc. received the Public-Private Partnership Award from the **San Diego Taxpayers Association** for the *Serial Inebriate Program*, which offers treatment, shelter and other supportive services to chronic public inebriates as an alternative to custody, saving San Diego County taxpayers more than $800,000 a year. This program is made possible by the collaboration of a wide range of agencies and organizations including: San Diego County Alcohol and Drug Services, local law enforcement, hospitals and Mental Health Systems, Inc.

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

- The **California Association of Counties (CSAC)** recognized the Health & Human Services Agency (HHSA) for its "Neighborhoods for Kids - East County" program. The program was selected from hundreds of nominations to receive the ***2009 California Counties Innovation Award***, the organization's top honor. CSAC honored another HHSA program with a ***CSAC Merit Award***: the "Life Skills for Foster Youth" program, which engages the San Diego Workforce Partnership to help teen-aged foster youth gain life skills.
- The **California Child Support Director's Association** recognized San Diego County Department of Child Support Services (DCSS) with two top honors in the same year - an accomplishment no other county has achieved. DCSS was recognized as the ***Federal Fiscal Year 2009 Top Performing County*** in the "Very Large County" category. In addition, DCSS was also recognized as the ***Most Improved in Overall Performance*** for a "Very Large County."
- **National Association of Counties (NACo) - *Achievement Awards - 2009***
  - Counseling Cove - an outreach program for homeless youth that provides case management and other intensive services.
  - eQuest - an automated referral and case management system developed for California Children Services, a State mandated program for children with qualifying health problems.
  - Independent Living Skills/Foster Youth Workforce Services - a partnership between the County Health and Human Services Agency and the San Diego Workforce Partnership to streamline services that both agencies were providing to older foster youth about to age out of the system.
  - Office of Emergency Services for Kids - a program initiated to foster student awareness of the need to plan and prepare for disasters that may occur while they are at or away from home.
  - San Diego County Report Card on Children & Families - produced in partnership with a local nonprofit organization, the Children's Initiative, the San Diego County Report Card on Children and Families is used by local governments, school

districts and community-based organizations to develop budget and planning documents for critical children's programs.
  - Students Taking Academic Responsibility (STAR) - a program created by the Probation Department in conjunction with the San Diego Office of Education to prepare 17-year-olds at the Juvenile Detention Facility to take the General Education Development (GED) exam, completing their high school education.
  - Summer Reading Club for Offsite Groups - a program that brings the traditional summer reading program to youth who are in group settings during the summer and are unable to visit a branch library on a regular basis.
- The Farm and Home Advisor's Office received two national awards for "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**.

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

- In February 2010, the County received the ***2009 Sustainability Showcase Award*** in the "Local Government, Large" category from the **California Sustainability Alliance**. The County's Energy Management Program, Green Business Program, Green Building Program, Stormwater Management Program and Climate Change Team were highlighted in the award entry.
- The **Fire Safe Council of San Diego County** recently honored the San Diego County Fire Authority with the ***2009 Outstanding Partnership Award***. The County Board of Supervisors created the County Fire Authority to improve regional fire protection and emergency medical service.
- The **United States Green Building Council (USGBC)** has granted the San Elijo Nature Center the first ***Leadership in Energy and Environmental Design (LEED) Platinum*** certification for a public building in the entire county, the highest ranking in green building design. Certification provides independent, third-party verification that a building project meets the highest green building and performance measures.
- The Department of Parks and Recreation (DPR) has received a ***Preservation Design Award*** from the **California Preservation Foundation**. The award was given for the restoration work DPR performed in partnership with IS Architecture and the Vista Irrigation District (VID) on the Warner-Carrillo Ranch House and Barn, which are located in Warner Springs.
- The **San Diego American Society of Civil Engineers (ASCE) Awards Committee** selected the County's Ruxton Avenue Channel Conversion to receive the ***Water Quality, Flood & Drainage Award of Excellence*** and the McClellan Palomar Terminal Redevelopment to receive the ***Outstanding Airport and Port Facility Project*** as part of its ***Civil Engineering Project Awards*** program.
- **National Association of Counties (NACo) - *Achievement Awards - 2009***
  - Groundwater Model - a "first of its kind" comprehensive groundwater study that will empower planners and decision makers to see how various land use proposals would affect the vast areas of unincorporated San Diego County that rely on groundwater supplies.
  - Integrated Fire Suppression/Stormwater Compliance - a program developed to ensure the appropriate testing of fire sprinkler and fire pump systems to meet National Fire Protection Association requirements while complying with the State of California stormwater regulations.
  - Integrated Regional Water Management Plan Adoption - a partnership with the County of San Diego, the City of San Diego and the San Diego County Water Authority that provides a formal framework for regionally coordinating water supply, water quality and watershed/environmental stewardship issues.
  - Wildfire Inspection Program - a program developed following the 2007 Southern California wildfires to mitigate potential fire risk factors surrounding critical facilities. It is completed in conjunction with existing Stormwater Compliance inspection requirements.

Strategic Initiative - Promote safe & livable communities

- The **California Association of Counties (CSAC)** selected the Housing and Community Development (HCD)'s Housing Inspection Reengineering Project for the ***CSAC Merit Award***. The award-winning program allowed HCD to maintain housing inspection levels and improve customer service, while reducing costs.
- For the third year in a row, the County received the ***2009 Award of Excellence*** from the **California Counties Facilities Services Association (CCFSA)**.

CCFSA's award program recognizes organizations that continue to advance the development of programs and processes that extend the life of public facilities.

- The **American Public Works Association (APWA)** has selected the Lakeside Baseball Park as the ***2009 Project of the Year***. The new park features four tournament play fields with artificial turf, concession building with restrooms, maintenance building, volunteer staging area, stadium seating, tot lot play area, an equestrian trail and parking lot.
- The **U.S. Department of Homeland Security (DHS)** awarded the ***BioWatch Award of Excellence*** to the County's Air Pollution Control District (APCD) for enhancing the San Diego BioWatch surveillance network.
- The County Office of Emergency Services' Geographic Information System (GIS) Unit was recently honored as the recipient of the **Environmental Systems Research Institute (ESRI)'s *2009 Special Achievement in GIS Award*** for its work on the Golden Guardian 2008 exercise, a statewide exercise which took place in November 2008 and was based on a 7.8 magnitude earthquake along the southern portion of the San Andreas Fault.
- "Tsunamis: Know What to Do," an animated video produced by the County Office of Emergency Services, was recognized with a ***Bronze Telly Award*** in three different categories: "Use of Animation," "Safety," and "Government Relations." The video also received the **International Association of Emergency Managers (IAEM)** ***Public Awareness Award***.
- **National Association of Counties (NACo) - *Achievement Awards - 2009***
  - Animal Disease Network - a Web site developed to increase the knowledge and improve the detection of disease in the county which is used by veterinarians and pet owners.
  - Biological Risk Management Education Seminars - a three part program for local veterinarians and animal health care workers on risk management to better protect people and animals from infectious diseases and to prepare for a local disaster or bioterrorism event.
  - Collaboration for Community Art - a partnership between the City of Encinitas and the County of San Diego's Encinitas Community Library to create a Civic Arts Program to foster the concept of "library as community" by integrating Encinitas' artistic heritage into their institutions.
  - Collaborative Citizenship Classes at Neighborhood Library Branches - citizenship classes offered at no cost at San Diego County Libraries in partnership with local adult schools which introduces members of the large immigrant population to their neighborhood public library as they sign up for class and attend.
  - Fiesta! Community Building through Library Cultural Program - an annual program celebrating Hispanic Heritage Month that fuses together the literature, art, music and flavors of the Latino culture in a unique outdoor library celebration.
  - Intergenerational Dance at the Library - a program that brings young people and older adults (50 years and older) together to have a positive experience relating to each other by sharing the joy of dance in a community gathering space, the public library.
  - Medical Examiner Bereavement Center - a center that offers grief counseling, personal assistance and volunteer chaplains from an array of religions to those who have lost a loved one.
  - Medical Examiner John/Jane Doe Center - a center dedicated to providing closure for families by vigorously exhausting all available resources to identify approximately 100 unidentified remains each year.
  - Ranchos of San Diego County - a publication by the Department of Parks and Recreation that offers the public information about early-Californian ranchos to instill a greater appreciation for the region's historic treasures.
  - Regional Continuum of Care - the Department of Housing and Community Development supports the activities of the Regional Continuum of Care Council, a community-based forum focused on homelessness in the San Diego region, by providing regional leadership in the coordination of federal housing applications.
  - Senior Expo: Protect Yourself and Your Wallet - Aging & Independence Services, in collaboration with the District Attorney's Office and the County Library, held events in various community libraries to help battle a growing number of crimes against older adults.
  - Sheriff Mobile Photo Identification System - a system that retrieves data and photos from both California Department of Motor Vehicles and Department of Justice files specifically designed for use with Mobile Data Computers operating in all patrol and command vehicles.

- Sheriff Office Co-Located in Public Library Branch - the County Library partnered with the Sheriff's Department to create a storefront Sheriff's office inside the Vista Branch Library to improve relations and collaboration between the Sheriff's department and the community.
- Spring Valley ADA Fitness Walkway - an Americans with Disabilities Act Fitness Walkway built for the San Diego County parks system with eight universal outdoor exercise stations for people of all ages and abilities.
- The "Gateway/AL-Bawaba" A Library Based Bilingual Computer Literacy Project - provides computer and Internet instruction to the immigrant Middle Eastern population in San Diego County. This is one of the only bilingual Arabic computer instruction class programs being offered in a U.S. public library.
- Tweenie Kitten Foster Program-In Home Care for Kittens 6-8 weeks of age - a program that provides foster care in a home environment to kittens be"tween" the ages of six and eight weeks of age to increase the survival rate and adoption of kittens.
- Wildfire Public Awareness Campaign - a pamphlet with information on residential defensible space, fire-resistant landscaping, fire-safe residential remodeling and emergency notification systems. 1.1 million pamphlets were mailed to residents living in fire-prone areas.
- World Music & Cultural Arts Series - the County Library held 31 concerts and major art exhibits featuring internationally renowned performers, photography and a multimedia exhibit to introduce customers to the musical, cultural and artistic diversity available to them through the library.

- The **National Association of County Park and Recreation Officials** recognized the County with two awards. The book "Ranchos of San Diego County," co-authored by the County Parks Historian, was presented a ***2009 Recognition of Outstanding Accomplishment Award***. Also, the Hilton Head Park Aquatic Playground, a central recreational feature at Hilton Head Park, received a ***2009 Park and Recreation Facilities Award*** for excellence in national park and recreation facility design, outstanding planning, construction and benefits to 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:

- **EMC**, a leading provider of document management technology, recognized the County with a ***Leadership Award*** at the EMC World conference in May 2009. The award was based on the County's provision of advice and regional leadership to other government agencies that use Documentum, EMC's document management software application.
- The County's Internet website was recognized as the ***Best Local Government Website*** in the State by the **Center for Digital Government** in their ***2009 Best of California Awards*** program.
- The **International Public Management Association for Human Resources** has awarded the County Department of Human Resources (DHR) its ***2009 Large Agency Award of Excellence***. The Association established the award to recognize the overall quality and accomplishments of public agency human resources programs that exceed the normal operation of a "good government human resource program."
- The County's "457 and 401(a) Deferred Compensation Provider Transition Marketing and Communications Plan" has received a ***Leadership Recognition Award*** from the **National Association of Government Defined Contribution Administrators (NAGDCA)**. The Plan was implemented during the 2009 move to the County's new Deferred Compensation provider.
- The Investment Policy for the San Diego County Investment Pool, which serves as the guiding document for the investment of public funds by the County's Treasury Investment staff, received ***2009 Certification*** from the **Association of Public Treasurers of the United States and Canada**.
- The County's In-Home Supportive Services (IHSS) Public Authority received the ***2009 Medallion Award*** for workplace innovation and employee-friendly practices. The award program is sponsored by the **Society for Human Resource Management** and the **San Diego Union Tribune**.
- **National Association of Counties (NACo) - *Achievement Awards - 2009***
  - Crime Analysis Early Warning System -- a system that delivers timely and forward-looking crime analysis reports for the Sheriff's department, leveraging real-time data available from a recent records system implementation.

- Finance Academy - a training program for County financial professionals to meet the needs of succession planning efforts and to improve the consistency in financial management skills across the organization.
- Health and Human Services Agency Contractor Financial Review - an internal unit that monitors and audits over 900 contracts with 500 different organizations accounting for over $400 million per year in essential services for residents.
- Health and Human Services Agency High School Student Outreach Program - a succession planning program exposing high school students to career opportunities through unpaid internships, volunteer opportunities, mentorship programs and job-shadow events.
- Health and Human Services Agency Job Shadow Program - a program providing an estimated 5,500 employees with opportunities to preview an assortment of jobs they are considering transferring and/or promoting to within the agency.
- Health and Human Services Agency OMB A-133 Centralized Compliance - a program that centralizes the review and compliance with Federal Office of Management and Budget regulations for federal pass-through funds.
- Preventative Maintenance Quality Assurance Program - an audit program by the Department of General Services to provide program visibility and quantifiable maintenance completion statistics for clients.

- For the eighth consecutive year, the **Government Finance Officers Association (GFOA) of the United States and Canada** recognized the County with the ***Distinguished Budget Presentation Award*** for the "Adopted Operational Plan: Fiscal Years 2009-2010 & 2010-2011." This award is a significant achievement for the County as it reflects the organization's commitment to maintaining the highest standards of governmental budgeting.

Operational Plan Format

Introduction - County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years - July 1, 2010 through June 30, 2012. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2010-11 Proposed Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Obligations and Debt Service
- Financial Policies
- Recognition of County Performance

Groups and Departments

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

Group Description

Department Description

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

Mission Statement

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

2009-10 Anticipated Accomplishments

Brief descriptions of the group's/department's anticipated accomplishments for Fiscal Year 2009-10. The discussions address the progress made on the 2009-11 Objectives reported in the prior fiscal year and include the anticipated results. Anticipated Accomplishments are categorized by the County's Strategic Initiatives and Required Disciplines.

2010-12 Objectives

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

Related Links

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

Performance Measures

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Defined Measure - For example: Percentage of xxx	90% of xxx	92% of xxx	94% of xxx	95% of xxx	95% of xxx

Table Notes

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

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

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

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

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

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each group and department. The following is an example of the format which includes the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.

Sample Charts

Staffing by Program

		Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
	Name of Program					
	Name of Program					
	Total					

Budget by Program

		Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
	Name of Program	$	$	$	$	$
	Name of Program					
	Total	$	$	$	$	$

Budget by Categories of Expenditures

		Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
	Salaries & Benefits	$	$	$	$	$
	Services & Supplies					
	Other Charges					
	Total	$	$	$	$	$

Budget by Categories of Revenues

		Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
	Taxes Current Property	$	$	$	$	$
	Licenses Permits & Franchises					
	Intergovernmental Revenues					
	Charges For Current Services					
	Miscellaneous Revenues					
	Use of Fund Balance					
	General Revenue Allocation					
	Total	$	$	$	$	$

Capital Program

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

- 2010-11 Proposed Capital Appropriations - Discusses new appropriations to the capital budget for Fiscal Year 2010-11, including the amount and purpose of each capital item.
- Operating Impact of Capital Program - A handful of capital projects are scheduled for completion during Fiscal Years 2010-12. A summary of the potential impact these projects may have on the operating budget is discussed.
- Tables summarizing the Capital Program budget, including the budget by fund, by categories of expenditures and revenues, and the revenue detail. Data include the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.
  - Tables are presented for each fund within the Capital Program: Capital Outlay, County Health Complex, Justice Facility Construction, Library Projects and Edgemoor Development Fund.
  - Information includes: Budget by Categories of Expenditures; Project Details which lists each capital project by name and number; and Funding Source which includes all funding sources and lists each project funded by each source.
  - Data include the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.
- Lease Payments - Details lease payment expenditures, revenues and funding sources for four fiscal years.
- Outstanding Capital Projects by Group/Agency - Tables outlining the total appropriations and the remaining balance for each capital project within each of the five business groups. The date the project was established is also provided.

Finance Other

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

Appendices

- Appendix A: All Funds - Budget Summary — Tables outlining staff years and expenditures and revenues by category for each business group, the Capital Program and Finance Other. Data displayed include the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.
- Appendix B: Budget Summary of All Funds — Tables of Countywide appropriations by fund type and appropriations by fund type within each business group, the Capital Program and Finance Other. Data includes the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.
- Appendix C: General Fund Budget Summary — Tables of General Fund expenditures are depicted for each department within each business group and for Finance Other; also provided are financing sources by category for the total General Fund. Data displayed include the Adopted Budget for Fiscal Years 2008-09 and 2009-10; the Proposed Budget for Fiscal Year 2010-11; the percentage change from the Fiscal Year 2009-10 Adopted Budget to the 2010-11 Proposed Budget; and the Fiscal Year 2011-12 Proposed Budget.
- Appendix D: Health & Human Services - Regional Operations — Tables depicting staff years and total appropriations by type of program or administrative service for the Regional Operations division of the Health and Human Services Agency.

- Appendix E: Operational Plan Abbreviations and Acronyms — Common abbreviations and acronyms referenced.
- Appendix F: Glossary of Operational Plan Terms — Explanations of key terms used in the document and during the budget process.

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County of San Diego

Public Safety Group

Public Safety Group Summary & Executive Office

District Attorney

Sheriff

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
- 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.

2009-10 Anticipated Accomplishments

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

Strategic Initiative – Kids

- The Department of Child Support Services informed and educated the community about child support services through proactive media relations and community outreach by attending 92% of the local State Department of Corrections and Rehabilitation's Parole and Community Team meetings.
- The Probation Department increased public safety and reduced crime by ensuring that youth who left custodial settings were prepared for success in the community through successful participation in rehabilitative opportunities.

Strategic Initiative - Safe and Livable Communities

- The District Attorney expanded 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.
- The District Attorney created a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication. Distributed the video for viewing in colleges, linked to the District Attorney's Web site, and posted on social networking Web sites. See http://wastedsex.com/.

- The Office of Emergency Services initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households that focused on the communities in wildland urban interface areas. An additional 100,000 pamphlets will be delivered to households by November 2010.
- The Probation Department increased public safety and reduced 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.
- The Sheriff's Department increased the recovery rate of stolen vehicles by 11% by coordinating the successful implementation and utilization of various license plate reader technologies.
- The Sheriff's Department improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used 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

- The Office of Emergency Services developed 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. The plan templates will be developed and provided to the jurisdictions by June 2011.

Required Discipline – Customer Satisfaction

- The Department of Child Support Services evaluated expanding child support services to other parts of the County to provide customers easier access to services. Expanded the use of self-service kiosks into other County facilities to provide additional services to customers.

Required Discipline – Information Technology

- The Office of Emergency Services researched and developed multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter and eBlogger to reach a younger generation of residents with emergency preparedness information.

2010-12 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

- Maximize compliance with child support orders by promoting, enabling and ensuring payment for families.
- Inform and educate the community about child support services through proactive media relations and community outreach.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.

Strategic Initiative - Safe and Livable Communities

- Expand the District Attorney's Youth Advisory Board to include students at Morse High School to promote cooperation and unity among students in the community.
- Work collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.

Required Discipline – Information Technology

- Utilize technology to improve communication between the Office of Emergency Services and local business members of the San Diego County Business Alliance.
- Increase video-teleconferencing to conduct video interviews with adult inmates and juvenile detainees to reduce travel.

Required Discipline – Regional Leadership

- Collaborate with the Superior Court, California Department of Corrections and Rehabilitation to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders.
- Collaborate to develop and implement a reentry program providing needs assessment, case management and rehabilitation services for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of

child support orders done more expeditiously result in the receipt of full child support payments and parent satisfaction with the outcome.

- Lead and coordinate disaster related exercises to evaluate the region's response capabilities to a disaster.

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: 2009-10 to 2010-11

Staffing

A decrease of 2.00 staff years. This change will result in a reduction of support to Public Safety Group Departments.

Expenditures

Net decrease of $27.1 million

- Salaries and Benefits — net decrease of $0.2 million as a result of the reduction of 2.00 staff years offset by negotiated salary and benefit increases.
- Services and Supplies — net decrease of $1.9 million as the result of the completion of one-time projects in Fiscal Year 2009-10 ($1.5 million) and the reduction of resources for groupwide projects and major maintenance ($0.5 million).
- Operating Transfers Out — decrease of $25 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.

Revenues

Net decrease of $27.1 million

- Revenue from Use of Money & Property — net decrease of $0.9 million, this is a portion of the total $2.6 million in revenue to be reduced in future years upon the transfer of certain properties to the State as part of Court Facilities transfer.
- 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 continued national economic downturn and reduced sales tax receipts.
- Use of Fund Balance — decrease of $1.5 million as a result of the completion of one-time projects in Fiscal Year 2009-10.
- General Revenue Allocation — increase of $0.3 million to partially offset revenue decreases described above.

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

No net change.

Contributions for Trial Courts

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

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

Expenditures

Net decrease of $0.1 million.

- Services and Supplies — net increase of $0.7 million dollars due to the realignment of Internal Service Fund appropriations with actual costs.
- Other Charges — decrease of $0.8 million dollars to align to actual levels of appropriations. The County Facility Payment for Madge Bradley, Family Court and Ramona County Complex will not commence until a new downtown courthouse is constructed, therefore the costs to maintain these facilities are budgeted in Services and Supplies.

Revenues

Net decrease of $0.1 million.

- Fines, Forfeitures & Penalties and Charges for Current Services — decrease of $0.1 million to align to actual levels of revenues received.

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

No change.

Defense Attorneys/Contract Administration

In Fiscal Year 2009-10, the Defense Attorney/Contract Administration function of the Public Safety Group included only the payment of certain court ordered expenses required by statute, including matters involving conservatorship, paternity and soldiers and sailors relief. In Fiscal Year 2010-11, the administration and payment of these claims will transfer to the Office of Assigned Counsel within the Department of the Public Defender.

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

Expenditures

A decrease of $0.4 million, representing the transfer of the payment of certain claims described above to the Office of Assigned Counsel within the Department of the Public Defender.

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

No change.

Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Safety Group	11.00	10.00	8.00	(20.00)	8.00
District Attorney	1,054.00	1,054.00	1,053.00	(0.09)	1,053.00
Sheriff	4,049.50	3,827.00	3,799.00	(0.73)	3,779.00
Child Support Services	484.00	473.00	473.00	0.00	473.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Office of Emergency Services	19.00	16.00	17.00	6.25	17.00
Medical Examiner	58.00	53.00	51.00	(3.77)	51.00
Probation	1,452.00	1,304.00	1,219.25	(6.50)	1,219.00
Public Defender	443.00	429.00	401.00	(6.53)	401.00
Total	7,574.50	7,170.00	7,025.25	(2.02)	7,005.00

Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Safety Group	$ 249,875,489	$ 218,990,447	$ 191,849,929	(12.39)	$ 191,849,929
District Attorney	150,275,185	147,525,766	147,441,213	(0.06)	149,995,714
Sheriff	579,275,004	568,802,713	557,347,673	(2.01)	558,984,459
Child Support Services	50,784,583	51,573,524	50,312,168	(2.45)	51,084,366
Citizens' Law Enforcement Review Board	579,027	499,027	539,392	8.09	547,392
Office of Emergency Services	10,759,122	7,202,525	8,418,824	16.89	3,504,674
Medical Examiner	8,420,637	8,330,793	8,527,316	2.36	8,677,316
Probation	183,076,525	176,237,586	169,240,734	(3.97)	170,069,726
Public Defender	73,836,279	78,890,660	77,325,002	(1.98)	77,575,002
Contribution for Trial Courts	72,835,301	71,985,970	71,837,878	(0.21)	71,837,878
Defense Attorney / Contract Administration	9,168,420	411,339	—	(100.00)	—
Total	$ 1,388,885,572	$ 1,330,450,350	$ 1,282,840,129	(3.58)	$ 1,284,126,456

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Safety Executive Office	11.00	10.00	8.00	(20.00)	8.00
Total	11.00	10.00	8.00	(20.00)	8.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Safety Executive Office	$ 13,956,840	$ 8,071,798	$ 5,931,280	(26.52)	$ 5,931,280
Public Safety Proposition 172	235,918,649	210,918,649	185,918,649	(11.85)	185,918,649
Total	$ 249,875,489	$ 218,990,447	$ 191,849,929	(12.39)	$ 191,849,929

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 1,641,491	$ 1,570,872	$ 1,375,567	(12.43)	$ 1,400,383
Services & Supplies	5,525,433	5,902,161	3,947,966	(33.11)	3,923,150
Other Charges	589,916	598,765	607,747	1.50	607,747
Operating Transfers Out	235,918,649	210,918,649	185,918,649	(11.85)	185,918,649
Total	$ 249,875,489	$ 218,990,447	$ 191,849,929	(12.39)	$ 191,849,929

Budget by Categories of Revenue

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 2,803,158	$ 2,601,756	$ 1,679,711	(35.44)	$ 1,679,711
Intergovernmental Revenues	235,918,649	210,918,649	185,918,649	(11.85)	185,918,649
Charges For Current Services	708,000	708,000	708,000	0.00	708,000
Miscellaneous Revenues	33,640	—	24,554	—	24,554
Use of Fund Balance	6,200,000	1,500,000	—	(100.00)	—
General Revenue Allocation	4,212,042	3,262,042	3,519,015	7.88	3,519,015
Total	$ 249,875,489	$ 218,990,447	$ 191,849,929	(12.39)	$ 191,849,929

District Attorney

Department Description

The Office of the District Attorney serves the citizens of San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 18 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Improved response preparedness, information sharing and interagency cooperation in the event of an emergency to ensure the safety of County residents.
  - Hosted an Emergency Tabletop Exercise with District Attorney staff and justice partners to improve major emergency incident preparedness.
  - Trained 100% of District Attorney staff on emergency protocols to support the District Attorney's Continuation of Operations Plan.
  - Implemented and trained staff on the use of AlertSanDiego, a mass communication system, that enables the District Attorney management to communicate with 100% of the agency's staff in the event of a regional emergency.
- Coordinated public outreach and education in the prevention of sexual assault by intoxication targeting students at all levels.
  - Expanded 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.
  - Created a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication. Distributed the video for viewing in colleges, linked to the District Attorney's Web site, and posted on social networking Web sites. See http://wastedsex.com/
  - Implemented 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. See http://knowtheprice.org/

Required Discipline - Fiscal Stability

- Settled 75% of adult felony cases prior to preliminary hearing, exceeding the goal of 70%.

Required Discipline - Regional Leadership

- Implemented 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.
- Created an educational video, "4 or 40: the Choice is Yours" conceived by the San Diego District Attorney's Youth Advisory Board, made up of Lincoln High School students. The title is based on the concept of choosing wisely during four years of high school or risking 40 years of struggles and hardships. See http://www.sdcda.org/office/4or40/index.html
- Implemented Food Handlers Certification and Commercial Driver License training to increase vocational opportunities for inmates in Donovan State Prison.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

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

Required Discipline – Regional Leadership

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

Required Discipline – Fiscal Stability

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

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Achieve a conviction on felony cases [1] prosecuted	94% of 16,599	94%	94% of 15,878	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	89% of 26,729	90%	90% of 25,034	90%	90%
Resolve adult felony cases prior to the preliminary hearing	76% of 17,352[2]	70%	75% of 16,572	70%	70%

Table Notes

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

[2] The total number of cases (17,352) for Fiscal Year 2008-2009 Actuals and Fiscal Year 2009-10 Estimated Actuals (16,572) is higher than the total number (16,599 and 15,878 respectively) used in the felony conviction rate due to cases that are issued as a felony but are later reduced to a misdemeanor.

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

Staffing

The Fiscal Year 2010-12 Proposed Operational Plan includes 1,053.00 authorized staff years, which is one less from the Fiscal Year 2009-11 Operational Plan due to the transfer of one administrative position to another County department; and a $10.5 million reduction in funding over two fiscal years due to maintaining 100 vacant positions and increasing to 130 vacant positions during the fiscal year. The vacancies represent 12% fewer staff than the total staff years authorized. The department has also consolidated divisions, transferred staff to grant funded programs and established job sharing and cross training strategies. The prosecution of felony and misdemeanor cases will remain a priority; however, the reduction in staff will impact the length of time from case preparation to case completion. The positions will remain vacant pending the availability of future funding and operational needs. To support business needs with reduced staffing, the proposed plan includes $2 million in one-time funding to

upgrade and enhance information technology to create efficiencies and eliminate and/or improve current business processes.

Expenditures

Net decrease of $0.1 million.

- Salaries and Benefits — net increase of $1.0 million to reflect negotiated wage and benefit increases of $2.7 million, offset by a reduction in funding of $1.7 million from vacant positions.
- Services and Supplies — decrease of $0.2 million.
  - Decrease in Public Liability Insurance of $0.4 million to reflect actuarial cost projections, Rents and Leases of $0.3 million due to termination of the lease space for the California Office of Emergency Services Computer and Technology Crime High-Tech Response Team (CATCH) program and decrease in cell phone expense of $0.2 million due to a reduction in the use of electronic communications.
  - Increase in Desktop Computing Consulting of $0.4 million for technical support related to information technology enhancements and upgrade projects. Increase in Information Technology Internal Service Fund of $0.1 million, increase in witness expenses of $ 0.1 million and increase in transit bus pass costs of $ 0.1 million.
- Other Charges — decrease of $0.7 million.
  - Decrease of $0.5 million due to the transfer of U.S. Department of Justice, Bureau of Justice Assistance Project Safe Neighborhoods program contracts to the San Diego Association of Governments.
  - Decrease of $0.3 million due to the reduction of funding from the California Office of Emergency Services for the Computer and Technology Crime High-Tech Response Team (CATCH) program contracts.
  - Decrease of $0.1 million due to the reduction of funding from U.S. Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program contract.
  - Increase of $0.2 million due to increased contract costs for the Jurisdictions Unified for Drug Gang Enforcement (JUDGE).
- Expenditures Transfers & Reimbursements — decrease of $0.2 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.

Revenue

Net decrease of $0.1 million.

- Intergovernmental Revenues — net decrease of $1.8 million due to reduced vehicle license fee revenue for programs supported by the Local Safety and Protection Account and other grants.
  - Decrease of $0.7 million due to a reduction of funding from the California Office of Emergency Services for the Computer and Technology Crime High-Tech Response Team (CATCH) program.
  - Decrease of $0.5 million due to the transfer of the Project Safe Neighborhood Program to the San Diego Association of Governments.
  - Decrease of $0.2 million in the Citizens Options for Public Safety (COPS) Program.
  - Decrease of $0.2 million due to the reduction of funding from U.S. Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program contract.
  - Decrease of $0.2 million due to the elimination of funding from the California Office of Emergency Services for the Domestic Violence Program.
  - Decrease of $0.1 million due to a reduction of funding from the California Office of Emergency Services for the Career Criminal Prosecution Program.
  - Increase of $0.1 million in the Workers' Compensation Insurance Fraud State Program.
- Miscellaneous Revenues — increase of $0.2 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 — a total of $10.6 million in one-time funding is included to partially offset the decrease in budgeted Proposition 172 revenues in order to sustain core services and one-time purchases for information technology refresh and upgrades.
- General Revenue Allocation — increase of $3.0 million to offset the increases described above.

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

Net increase of $2.5 million primarily due to an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Criminal Prosecution	541.50	607.00	607.50	0.08	607.50
Specialized Criminal Prosecution	327.50	275.00	274.00	(0.36)	274.00
Juvenile Court	60.00	46.00	45.50	(1.09)	45.50
Public Assistance Fraud	70.00	70.00	70.00	0.00	70.00
District Attorney Administration	55.00	56.00	56.00	0.00	56.00
Total	1,054.00	1,054.00	1,053.00	(0.09)	1,053.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Criminal Prosecution	$ 79,943,918	$ 91,039,953	$ 90,935,763	(0.11)	$ 91,934,871
Specialized Criminal Prosecution	52,817,494	43,634,448	43,797,660	0.37	44,954,726
Juvenile Court	8,534,174	5,500,255	5,606,667	1.93	5,789,087
Public Assistance Fraud	(706,753)	(1,670,255)	(1,986,082)	18.91	(1,900,564)
District Attorney Administration	8,836,352	8,221,365	8,362,205	1.71	8,517,594
District Attorney Asset Forfeiture Program	850,000	800,000	725,000	(9.38)	700,000
Total	$ 150,275,185	$ 147,525,766	$ 147,441,213	(0.06)	$ 149,995,714

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 137,826,864	$ 129,264,206	$ 130,298,650	0.80	$ 133,901,760
Services & Supplies	17,459,454	20,856,208	20,647,463	(1.00)	19,724,771
Other Charges	2,752,740	3,452,353	2,703,620	(21.69)	2,683,620
Capital Assets Equipment	365,616	2,360,200	2,360,200	0.00	2,360,200
Expenditure Transfer & Reimbursements	(8,329,489)	(8,607,201)	(8,768,720)	1.88	(8,874,637)
Operating Transfers Out	200,000	200,000	200,000	0.00	200,000
Total	$ 150,275,185	$ 147,525,766	$ 147,441,213	(0.06)	$ 149,995,714

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 20,358,237	$ 20,626,321	$ 18,813,284	(8.79)	$ 20,668,075
Charges For Current Services	1,210,000	910,000	910,000	0.00	1,210,000
Miscellaneous Revenues	1,795,297	2,395,297	2,616,297	9.23	2,616,297
Other Financing Sources	47,720,878	42,720,878	37,720,878	(11.70)	37,720,878
Use of Fund Balance	5,750,000	7,100,000	10,615,000	49.51	8,590,000
General Revenue Allocation	73,440,773	73,773,270	76,765,754	4.06	79,190,464
Total	$ 150,275,185	$ 147,525,766	$ 147,441,213	(0.06)	$ 149,995,714

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 3,800 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 922,000 county residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,400 inmates per day. The Sheriff's detention facilities book approximately 150,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Maintained adequate patrol staffing in order to meet response times of 8.9 minutes in contract cities, 13.5 minutes in the unincorporated area, and 23.3 minutes in the rural area. Rural area response times were 1.3 minutes slower than anticipated due to an 11% increase in citizen-driven calls for service.
- Increased the recovery rate of stolen vehicles by 11% by coordinating the successful implementation and utilization of various license plate reader (LPR) technologies. LPR systems identified over 470 wanted vehicles during the second half of 2009, including 185 vehicles stolen from the Sheriff's areas and other jurisdictions.
- The department was unable to develop a regional, multi-agency, multi-jurisdictional partnership to target and reduce violent crime and gang violence in San Diego County because it was not awarded the Byrne Memorial Competitive Grant funds from the U.S. Department of Justice, Bureau of Justice Administration.

- Improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used 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.
- Provided 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. Due to the increased law enforcement presence in the area, the number of cases reported for assault with a firearm decreased 20%, the number of burglary cases reported decreased 54%, vandalism cases reported decreased 41% and the number of arrests for narcotic offenses have increased 56%. Funding for increased patrols is provided by the Operation Stonegarden Grant.
- Reduced 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. As a result, the overtime was reduced by $4.7 million from $12.5 million in Fiscal Year 2008-09 to $7.8 million in Fiscal Year 2009-10.

- Renovated a 64 bed housing unit at the Las Colinas Detention Facility, previously used as a storage building in October 2009. The housing unit provided added bed space to address short-term housing needs of female offenders.
- Upon further review, the Department chose not to implement 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.
- Prepared site plan and building specifications for a new women's detention facility.
- Increased the number of warrants cleared by 7.3%, from 2,576 to 2,766 in calendar year 2010.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Achieve a 1.5% increase in warrants cleared over Fiscal Year 2009-10 (2,760 to 2,802).
- Upgrade security camera systems at George Bailey Detention Facility, South Bay Detention Facility and San Diego County Jail. The project will replace outdated technology which will enhance viewing and recording capabilities.
- Work collaboratively with criminal justice partners to expand the Local Reentry Program - a reentry process that begins at sentencing, provides individualized programming in custody, with linkage to outside community service providers while under County supervision. This process will target individuals who have a high risk to re-offend by providing comprehensive "wrap around" services throughout their involvement in the criminal justice system to ensure a successful transition back to the community.
- Achieve a 10% increase in narcotics arrests in the Rural Law Enforcement Division as a result of directed patrol hours through the Stonegarden Grant funds.
- Achieve a 10% increase in under the influence of controlled substance arrests in the Rural Command. Increased narcotics detection will come from the use of Sheriff's Rural K-9's receiving K-9 Narcotics Certification.

Related Links

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

Performance Measures

	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	9.8	10.2	8.9	10.2	10.2
— Unincorporated Response Times (Min.)	13.0	13.8	13.5	13.8	13.8
— Rural Response Times (Min.)	21.1	22.0	23.3	22.0	22.0
Public Calls for Service	226,526	230,000	213,462	230,000	230,000
Deputy Initiated Actions (DIA)	270,666	265,000	326,914	275,000	275,000
Daily Average – Number of Inmates	5,141	5,400	5,000	5,400	5,400
Number of Jail Bookings	144,756	148,000	140,000	150,000	145,000
Bank Garnishment Civil Unit Processing	7.56 Days	7.5 Days	7.5 Days	7.5 Days	7.5 Days

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

Staffing

A net decrease of 28.00 staff years.

- Decrease of 49.00 staff years primarily due to reduced funding as a result of the national economic downturn and reductions to security services requested by the Superior Court and the law enforcement services requested by the Contract Cities.
- Net increase of 21.00 staff years. Increase of 20.00 staff years through mid-year funding from the American Recovery and Reinvestment Act of 2009 (ARRA). These positions will be used for the Border Crime Suppression Team, Street Narcotics/Gang Investigation Program and the Regional Cross Border Violence Project. Increase of 1.00 staff year added in the proposed budget through funding from High Intensity Drug Trafficking Area (HIDTA). This will add a captain position for the Law Enforcement Coordination Center.

Expenditures

Net decrease of $11.5 million.

- Salaries and Benefits — net decrease of $0.1 million.
  - Decrease of $5.6 million due to reductions in temporary help and overtime.
  - Decrease of $4.4 million due to the reduction of 21.00 staff years in the State Court security contract, Contract Cities and other administrative and support positions.
  - Increase of $7.0 million due to negotiated salary and benefit increases.
  - Increase of $2.9 million due to funding provided through ARRA and HIDTA.
- Services and Supplies — net decrease of $8.6 million.
  - Decrease of $2.3 million in various accounts as a result of the lack of funding available due to the downturn in the overall economy.
  - Decrease of $7.5 million in grant funds that support homeland security.
  - Increase of $0.8 million to replace helmets and bullet proof vests that will reach the end of their five year lifespan and need to be replaced.
  - Decrease of $0.4 million due to the elimination of the AIDs Drug Assistance Program as well as a reduction in prescription drug rebates.
  - Increase of $0.4 million due to the San Diego Service Authority for Freeway Emergencies (SAFE) program's life, fire and rescue helicopters.
  - Net increase of $0.4 million due to various Internal Service Funds and Public Liability Insurance costs.
  - Net increase of $0.8 million due to costs related to the Motorola Automated Field Reporting and Records Management System (AFR/RMS) project, County Operations Center (COC) relocation costs and the Intergraph Computer Assisted Design (CAD).
  - Decrease of $0.6 related to the Public Safety Interoperable Communication (PSIC) contracted services.
  - Decrease of $0.2 million due to projected decrease in food costs for Probation.
- Capital Assets and Equipment — net decrease of $2.8 million.
  - Decrease of $1.3 million in one-time Cal-ID funds that were used to purchase Automated Fingerprint Identification System (AFIS) identification equipment and systems.
  - Decrease of $1.5 million in one-time PSIC grant fund that were used for mutual aid public safety communications equipment and regional communications radio training.
- Expenditure Transfers and Reimbursements — decrease of $0.2 million in cost applied expenditure transfers (reimbursement) for services provided to the Probation Department for food services. Since this is a reimbursement, it has the effect of a $0.2 million decrease in expenditures.
- Operating Transfers Out — net decrease of $0.1 million due to transfers among the Inmate Welfare, Jail Stores and General Funds.

Revenues

Net decrease of $11.5 million.

- Fines, Forfeitures and Penalties — net increase of $0.1 million primarily in Cal-ID revenue to offset planned expenditures for the Cal-ID program.
- Intergovernmental Revenues — net decrease of $14.7 million.
  - Decrease of $1.9 million due to reduced vehicle license fee revenue for programs supported by the Local Safety and Protection Account.
  - Decrease of $3.5 million due to the removal of federal reimbursement of one-time 2007 Firestorm costs budgeted in Fiscal Year 2009-10.
  - Decrease of $8.9 million due to the expiration of grants. An equal reduction in expenditures was made.
  - Decrease of $0.4 million in various revenue accounts related to grant funds that will not be rebudgeted.

- Charges for Current Services — net decrease of $0.8 million due to reduced levels of contracted law enforcement services, including those requested by the State Courts, contracted cities and transit entities.
- Miscellaneous Revenues — net increase of $0.4 million due to increased revenue from sales of commissary goods to inmates.
- Other Financing Sources — net decrease of $17.6 million.
  - Decrease of $17.5 million due to a reduction from Proposition 172, the Local Public Safety Protection and Improvement Act of 1993, revenue which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
  - Decrease of $0.1 million due to a reduction in the transfer amount from the Jail Stores to the Inmate Welfare Fund.
- Use of Fund Balance — net increase of $11.8 million. A total of $13.2 million is budgeted.
  - A total of $11.4 million is included to partially offset the decrease in budgeted Proposition 172 revenues in order to sustain core services.
  - A total of $1.6 million is included in the budget to offset costs related to the Motorola AFR/RMS project ($0.4 million), equipment replacement ($0.8 million), costs to relocate operations to the COC ($0.3 million), and the Intergraph CAD ($0.1 million).
  - A total of $0.2 million is included in the budget for a transfer from Jail Stores to General Fund.
- General Revenue Allocation — increase of $9.5 million to partially offset the reduction in Proposition 172 revenue and negotiated increases in salary and benefit costs.

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

Decrease of 20.00 staff years due to the expiration of funding for programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA). Net increase of $1.6 million primarily due to salary and benefits increases for retirement contributions for Fiscal Year 2011-12, offset by reductions in permanent staff positions, overtime, services and supplies and fixed assets.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Detention Services	1,787.50	1,678.00	1,734.00	3.34	1,734.00
Law Enforcement Services	1,369.00	1,309.00	1,309.00	0.00	1,289.00
Sheriff's Court Services	470.00	449.00	374.00	(16.70)	374.00
Human Resource Services	143.00	123.00	115.00	(6.50)	115.00
Management Services	245.00	236.00	234.00	(0.85)	234.00
Sheriff's ISF / IT	12.00	12.00	13.00	8.33	13.00
Office of the Sheriff	23.00	20.00	20.00	0.00	20.00
Total	4,049.50	3,827.00	3,799.00	(0.73)	3,779.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Detention Services	$ 208,840,292	$ 199,642,275	$ 209,568,052	4.97	$ 213,209,255
Law Enforcement Services	188,927,981	187,786,985	180,568,038	(3.84)	178,441,193
Sheriff's Court Services	54,622,640	52,753,569	44,674,429	(15.31)	44,821,833
Human Resource Services	18,268,467	18,026,112	16,828,708	(6.64)	16,252,303
Management Services	32,131,070	32,128,004	28,179,531	(12.29)	28,203,329
Sheriff's ISF / IT	60,586,664	61,982,146	61,598,348	(0.62)	62,078,458
Office of the Sheriff	3,974,999	3,615,651	3,577,742	(1.05)	3,625,263
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.00	1,100,000
Sheriff's Jail Stores ISF	5,191,074	5,553,800	5,400,000	(2.77)	5,400,000
Sheriff's Inmate Welfare Fund	4,750,414	5,332,768	4,978,968	(6.63)	4,978,968
Countywide 800 MHZ CSA's	881,403	881,403	873,857	(0.86)	873,857
Total	$ 579,275,004	$ 568,802,713	$ 557,347,673	(2.01)	$ 558,984,459

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 450,974,832	$ 431,430,355	$ 431,325,402	(0.02)	$ 435,492,469
Services & Supplies	113,690,842	116,903,200	108,265,640	(7.39)	106,285,359
Other Charges	15,092,358	17,929,260	17,914,260	(0.08)	17,914,260
Capital Assets Equipment	1,726,876	6,021,390	3,250,181	(46.02)	2,700,181
Expenditure Transfer & Reimbursements	(7,877,942)	(7,877,942)	(7,657,060)	(2.80)	(7,657,060)
Operating Transfers Out	4,218,038	4,396,450	4,249,250	(3.35)	4,249,250
Total	$ 579,275,004	$ 568,802,713	$ 557,347,673	(2.01)	$ 558,984,459

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 482,500	$ 453,000	$ 463,000	2.21	$ 463,000
Fines, Forfeitures & Penalties	10,099,037	12,873,335	12,994,935	0.94	10,707,018
Revenue From Use of Money & Property	7,147,888	7,521,712	7,475,565	(0.61)	7,475,565
Intergovernmental Revenues	55,279,190	64,644,406	49,904,139	(22.80)	47,695,854
Charges For Current Services	94,789,593	89,908,572	89,061,218	(0.94)	89,798,012
Miscellaneous Revenues	5,476,762	5,638,302	6,027,112	6.90	6,027,112
Other Financing Sources	173,178,000	155,856,412	138,209,212	(11.32)	138,209,212
Use of Fund Balance	6,405,499	1,391,459	13,192,000	848.07	13,315,850
General Revenue Allocation	226,416,535	230,515,515	240,020,492	4.12	245,292,836
Total	$ 579,275,004	$ 568,802,713	$ 557,347,673	(2.01)	$ 558,984,459

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.

2009-10 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.
  - Maintained the percentage of open cases with an enforceable order at 80% (84,100 of 105,000) meeting the goal of 80%.
  - The percentage of cases with parentage established decreased from 100% (75,200) to 83% (72,800 of 87,700), falling short of the goal of 90%. The conversion to the statewide child support system created an increase in cases requiring parentage which resulted in additional attempts to locate the non-custodial parent and court hearings to establish paternity.
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - Maintained the percentage of current support collected to current support owed at 50% ($79 million of $157 million), falling short of the goal of 51%. The continued 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 55% (40,000 of 73,000), falling short of the goal of 56%. The continued economic condition and the rise in the unemployment rate contributed to decreased child support collections.
  - Collected $170 million for child support in Fiscal Year 2009-10, reaching the goal of $170 million.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - Attended 92% (46 of 50) 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, exceeding the goal of 75%.
  - The Paternity Opportunity Program, which assists unmarried parents in establishing parentage, was expanded from 20 area clinics to 30 area clinics. DCSS conducted meetings, orientations and delivered materials about the program, which assisted to increase the percentage of paternities established among births to unwed parents in San Diego County.
  - In collaboration with the Superior Court, developed and implemented the ability to conduct a court hearing at the annual Veteran's Village of San Diego Stand Down event to provide services to unemployed and homeless veterans who have child support obligations.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal of $2.00 which measures program cost effectiveness, and collected $3.47 for every $1.00 spent on operations.

Required Discipline – Customer Satisfaction

- Evaluated the feasibility of sharing space in existing County facilities to expand access to child support services in the County. Expanded the use of self-service kiosks into other County facilities to provide additional services to customers.

Required Discipline – Regional Leadership

- Collaborated with the State Department of Child Support Services and the Administrative Office of the Courts to design and develop a process involving collaborative negotiation with parents to obtain a child support order.
- Referred 100% (3,700) of unemployed non-custodial parents with whom we had contact, to the San Diego Work Force 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.

2010-12 Objectives

DCSS will continue to focus on core services due to the continued flat revenue allocation from the State. The current economic conditions will continue to impact the department's 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.

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Maintain the percentage of open cases with an enforceable order at or above 80% (est. 84,100 of 105,000), consistent with the statewide goal.
  - Ensure the percentage of cases with parentage established remains at or 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 at or above 51% (est. $78 million of $154 million).
  - Maintain the percentage of arrears cases with a collection at or above 56% (est. 41,800 of 74,700).
  - Maintain collections for child support at $170 million.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Maintain the number of area clinics served by the Paternity Opportunity Program above 30 clinics. 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.
  - Expand the number of multimedia informational pieces on the child support process available to the public.

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

- Install at least two additional self-service kiosks in County facilities to expand child support services to other parts of the County and provide customers easier access.

Required Discipline – Regional Leadership

- Provide services to unemployed and homeless veterans who have child support obligations.
  - Continue to collaborate with the Superior Court to attend the annual Veteran's Village of San Diego Stand Down event.
  - Collaborate with the U.S. Department of Veterans Affairs to investigate other options for needed services in this area.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously, results in the receipt of full child support payments and parent satisfaction with the outcome.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Current support collected (Federal performance measure #3)	50%	51%	50% of $157M	51%	51%
Cases with an enforceable order (Federal performance measure #2)	80%	80%	80% of 105,000	80%	80%
Arrears cases with a collection (Federal performance measure #4)	55%	56%	55% of 73,000	56%	56%
Total Collections (in millions)	$171	$170	$170	$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

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

Staffing

No changes in staffing.

Expenditures

Net decrease of $1.3 million.

- Salaries and Benefits — net decrease of $1.8 million primarily due to a reduction in temporary staff as specific projects, including case file imaging, are completed. This is partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net increase of $0.6 million due to anticipated ongoing information technology and facility costs for projects completed in Fiscal Year 2009-10.

Revenues

Net decrease of $1.3 million.

- Intergovernmental Revenues — decrease of $1.3 million due to a reduction in claimable expenditures.

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

Net increase of $0.8 million in expenditures which reflects an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year. This is supported by an increase in the use of Title IV-D federal matching revenue.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Outreach	3.00	3.00	3.00	0.00	3.00
Production Operations	441.00	434.00	435.00	0.23	435.00
Staff Development Division	15.00	13.00	12.00	(7.69)	12.00
Quality Assurance	1.00	1.00	1.00	0.00	1.00
Administrative Services	20.00	18.00	18.00	0.00	18.00
Recurring Maintenance and Operations	3.00	3.00	3.00	0.00	3.00
Help Desk Support	1.00	1.00	1.00	0.00	1.00
Total	484.00	473.00	473.00	0.00	473.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Outreach	$ 276,591	$ 268,872	$ 274,053	1.93	$ 278,421
Production Operations	46,263,746	47,425,694	46,160,807	(2.67)	46,844,438
Staff Development Division	1,267,814	1,102,869	1,021,194	(7.41)	1,042,398
Quality Assurance	114,549	117,251	122,623	4.58	128,435
Administrative Services	2,167,376	1,987,344	2,072,654	4.29	2,118,905
Recurring Maintenance and Operations	562,269	538,436	525,374	(2.43)	534,188
Help Desk Support	132,238	133,058	135,463	1.81	137,581
Total	$ 50,784,583	$ 51,573,524	$ 50,312,168	(2.45)	$ 51,084,366

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 41,862,883	$ 42,822,764	$ 40,988,275	(4.28)	$ 41,810,473
Services & Supplies	8,921,700	8,750,760	9,323,893	6.55	9,273,893
Total	$ 50,784,583	$ 51,573,524	$ 50,312,168	(2.45)	$ 51,084,366

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 48,834,083	$ 49,923,024	$ 48,661,668	(2.53)	$ 49,433,866
Charges For Current Services	1,946,500	1,646,500	1,646,500	0.00	1,646,500
Miscellaneous Revenues	4,000	4,000	4,000	0.00	4,000
General Revenue Allocation	—	—	—	0.00	—
Total	$ 50,784,583	$ 51,573,524	$ 50,312,168	(2.45)	$ 51,084,366

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.

2009-10 Anticipated Accomplishments

Required Discipline - Accountability/Transparency

- Issued and publicly distributed 12 monthly workload reports to the Review Board and to the Sheriff's and Probation Departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends.
- Ensured complaint investigations were completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases. In 2009, completed 91% (96 of 105 filed in 2008), compared to 98% (138 of 141 filed in 2007) because of a 29% increase in complaints and an ongoing investigator vacancy.
- 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 provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provided redacted case synopses and decisions that provided information to the public while respecting peace officers' confidentiality rights.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued ongoing education for Board Members and staff by participating in two patrol ride-alongs.

2010-12 Objectives

Required Discipline – Accountability/Transparency

- Conduct ongoing revisions of the Review Board's rules, initiated in 2009, to reflect current laws and practices.
- Issue and publicly distribute 12 monthly workload reports to the Review Board and to 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 trend.
- 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 was received to when case documents were 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.
- 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 provide information to the public while respecting peace officers' confidentiality rights.

Required Discipline – Continuous Improvement

- Educate the community about the Review Board's mission and encourage participation as volunteer Board Members.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Mail out complaint documents for complainant signature within two working days of initial contact[1,2]	100% of 105	100%	100% of 135	100%	100%
Complete case investigations within one year[1,2]	98% of 105	100%	91% of 105	91%	91%
Provide 12 early warning reports annually to the Sheriff's and Probation Departments	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community-based meetings annually (one meeting per quarter) Target 100%	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter (4 meetings annually)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

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

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 130 based on a five year average.

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

Staffing

No changes in staffing.

Expenditures

Salaries and Benefits and Services and Supplies — net increase of $0.04 million due to negotiated wage and benefit increases and a decrease in departmental operating costs.

Revenues

General Revenue Allocation — increase of $0.04 million to support the increases described above.

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

Increase of $0.01 million primarily due to retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Law Enforcement Review Board	$ 579,027	$ 499,027	$ 539,392	8.09	$ 547,392
Total	$ 579,027	$ 499,027	$ 539,392	8.09	$ 547,392

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 455,890	$ 391,577	$ 435,119	11.12	$ 443,771
Services & Supplies	123,137	107,450	104,273	(2.96)	103,621
Total	$ 579,027	$ 499,027	$ 539,392	8.09	$ 547,392

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Revenue Allocation	$ 579,027	$ 499,027	$ 539,392	8.09	$ 547,392
Total	$ 579,027	$ 499,027	$ 539,392	8.09	$ 547,392

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided 10 "OES for Kids" presentations at local educational institutions to about 200 fourth grade students. Ten more will be completed to about 200 fourth graders 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

- Conducted two comprehensive exercises, one in Imperial Beach and one in Julian, which incorporated all aspects of Community Emergency Response Team (CERT) training. Two additional exercises will be completed by June 2011.
- Initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households. Various community fire personnel, volunteers and CERT members will continue to deliver the items to about 100,000 additional households by November 2010. 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 focused on refreshing CERT skills such as fire suppression, light search and rescue, and triage.

- Led and coordinated two regional plans to address requirements of federal and State regulations.
  - Updated the Multi-jurisdictional Hazard Mitigation Plan that included the County, 18 cities and one special district. Nineteen special districts decided to develop their own independent plan to submit to the Federal Emergency Management Agency (FEMA). 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.
  - Continued to update the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Plan. The updated plan will be completed 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.

- Led and coordinated two countywide exercises to evaluate response capabilities.
  - Conducted one Nuclear Power Plan (NPP) full-scale graded exercise. The exercise tested the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and included activating the San Diego County Operational Area Emergency Operations Center.
  - Participated in one statewide disaster response exercise. This was a two-day exercise for County departments, 18 cities, and various stakeholders in the region. It tested their ability to respond and recover from an improvised nuclear device that could impact Southern California.
- Managed and administered the Homeland Security Grant program funds. OES was the manager of pass-through funds distributed throughout the San Diego region to 18 cities, 58 special districts, county departments and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.
- Convened local businesses representing eight key industries, including the military to establish a San Diego County Business Consortium (Public Private Partnership). The Consortium, now known as the ReadySanDiego Business Alliance consists of over 170 members and has created a coalition of businesses which contribute resources and senior expertise in preparation for, during and after a time of crisis in San Diego County. The Consortium has several goals:
  - Raise awareness of the need to prepare businesses and their employees for emergencies.
  - Increase the number of County residents and employees who have:
    - Created and practiced a family disaster plan;
    - Assembled an emergency supply kit; and
    - Created a communication and evacuation plan.
  - Promote private/public partnerships to extend the message into the community.
  - Develop tools to reach all segments of the community.

  As a result of the Alliance, businesses will establish communication with the Emergency Operations Center to obtain and share information during a disaster.
- Conducted 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. The workshop was designed to provide training on catastrophe and crisis leadership skills.

Required Discipline – Essential Infrastructure

- Utilized local professionals and subject matter experts to assist in the inspection of facilities identified in the San Diego Critical Infrastructure Protection Plan. The purpose of Site Assistance Visits was to assess the regions critical infrastructure and provide strategies to reduce their vulnerability to both natural and humanmade disasters.
- Developed a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers. These centers are one-stop shops for residents to receive services following a disaster. The plan template will be provided to the jurisdictions by June 2011.

Required Discipline – Continuous Improvement

- Ensured compliance to the Emergency Management Accreditation Program. This was based on an annual review of standards and required criteria which addressed prevention, mitigation, preparedness, response and recovery activities for natural and humanmade disasters.

Required Discipline – Information Technology

- Researched and developed OES multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter and a blog on the ReadySanDiego.org Web site. These pages allow OES to reach a younger generation of residents with emergency preparedness information.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

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

Required Discipline – Regional Leadership

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and the media.
  - Research and develop 10 "just-in-time" public awareness messages pertaining to critical hazards that could potentially affect our region to be used in a crisis for quick distribution to the media or public via a Web site and social media pages. The pre-scripted messages include general information specific to a hazard such as an earthquake, wildfire or tsunami that would provide the public with immediate information on how to prepare, respond and recover from a local emergency.
  - Conduct one multimedia public awareness campaign focused on encouraging personal preparedness and self-reliance during an emergency. The campaign informs 1.4 million people in San Diego County that they need to be prepared to address their own non-emergency needs for 48 to 72 hours after a major disaster. The County is proactively leading the federal and State governments in further promoting personal responsibility during times of crises. Previously, OES has emphasized wildfire preparedness, and while that will still continue, OES will focus everyone's interest in family preparedness which is critical for any hazard.
- Engage the ReadySanDiego Business Alliance to increase membership and bring the Alliance and its eight industry sectors together to attend two planning summits and activities to increase Alliance membership and incorporate it into a Business Emergency Operations Center by June 2011. The Alliance is a partnership between the OES and the private sector, including nonprofits and others who can assist government in responding to and recovering from disasters. The Alliance brings the business community together to;
  - Raise awareness of the need to prepare businesses and their employees for emergencies;
  - Increase the number of County residents and employees who have, created and practiced a family disaster plan, assembled an emergency supply kit and created a communication and evacuation plan; and
  - Promote private/public partnerships to extend the message into the community; and develop tools to reach all segments of the community.

  The Alliance is organized into eight industry sectors - Public Health & Healthcare, Communication/Media, Services, Production, Service Industries and Supply Chain, Sustenance and Health, Venues/Facilities, and Members-At-Large that are led by a Sector Chairperson. Two summits and one tabletop activity will provide the forum for the Alliance sectors to identify, discuss and propose resolution for sector specific issues and concerns that may arise during an emergency or disaster.
- Lead and coordinate six regional plans to address the requirements of federal and State regulations by June 2011.
  - Continue to 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. This 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.
  - Develop a regional Energy Resilience Plan for use by 18 cities and various stakeholders in the region. The purpose of this plan is to coordinate response activities of energy and utility organizations and local jurisdictions in responding to and recovering from a disruption of the region's energy supplies of electricity, natural gas and petroleum caused by manmade or natural disasters. The plan will address coordination of energy supplies and suppliers within San Diego County and will include strategies for mitigating energy disruptions in order to protect public health, safety and welfare.
  - Develop a new template for dam evacuation plans. The new template will use Olivenhain Reservoir as the model and will be more streamlined than the original format. The new format will consist of a standardized document and will include an overview of the dam, i.e., dam features, etc., affected downstream jurisdictions; a list of key agencies/ jurisdictions to be notified in the event of potential or actual dam failure and corresponding inundation maps. The template will be available to all downstream jurisdictions for use by emergency responders in response to a potential or actual dam failure.
  - Assist the California Emergency Management Agency (CalEMA) and the FEMA Region IX in the development of the Regional Catastrophic Earthquake Plan. This plan is a comprehensive

resource document that describes the joint federal, State and multiple county coordinated responses to a catastrophic earthquake in Southern California.
  - Update the Regional Oil Spill Contingency Plan. This plan details the response by local government to an oil spill off the coast of San Diego County or within any harbor or bay. Federal regulations mandate that the U.S. Coast Guard plan for the prevention and response to oil spills on the navigable waters of the United States. State law makes this the responsibility of the California Department of Fish and Game, Office of Oil Spill Prevention and Response (OSPR). This State law also provides for the participation of local governments. The Office of Emergency Services has been partnered with the U.S. Coast Guard and OSPR in regional oil spill planning since 1992.
  - Incorporate the San Diego County Operational Area Points of Distribution Plan (POD) into OES' Recovery Plan framework. This plan will provide guidelines on how the County will distribute commodities to affected residents following a catastrophic disaster. The Plan will explain how PODs are selected, activated, operated and demobilized. Any jurisdiction will be able to use these guidelines to incorporate mass commodities distribution into their planning processes.
- Lead and coordinate exercises to evaluate response capabilities by June 2011.
  - Conduct one Nuclear Power Plant full-scale graded exercise. The three-day 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.
- Conduct two comprehensive exercises throughout the County in various locations that incorporate all aspects of Community Emergency Response Team (CERT) training. There are currently 28 CERT Programs in the County with about 4,000 members. CERT trains citizens in basic disaster response skills to assist others in their neighborhood or 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.
- 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.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Conduct one Continuity of Operations (COOP) Tabletop exercise by June 2011. The exercise will test a County department's ability to respond and recover in the event of a local emergency or regionwide disaster.

Required Discipline – Information Technology

- Utilize the ReadySanDiego.org Web site to increase participation in the AlertSanDiego regional emergency notification system by encouraging registration at four community events by June 2011. The AlertSanDiego system provides updated emergency and/or disaster information to residents and businesses within the county via registered landline and cell telephones. This system will be used by emergency response personnel to notify those homes and businesses at risk with information on the event and/or actions (such as evacuation) they are asked to take. The community events will provide an opportunity for OES to inform citizens about the system and its benefits to the homeowners. Additionally, the Web site will:
  - Publicize trainings and community events provided by OES on ReadySanDiego.org to increase community participation and registration for these important events.
- Utilize technology to improve communication between OES and local business members of the San Diego County Business Alliance. The Alliance will use a customized social network to facilitate the sharing of information related to the response and recovery efforts during a disaster by June 2011. The customized social network will be the primary tool to be used by the business community to communicate with the Emergency Operations Center during a disaster. The network site will provide real-time information on shelter locations, road closures and status of infrastructure. The social network will allow the business community to request and provide resources to the community.

Related Links

For additional information about the OES, refer to the following Web sites:

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
San Diego cities participating in series of Tabletop exercises (Target = 18) [1]	0	100% of 18	100% of 18	N/A[1]	N/A[1]
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness[2]	N/A	N/A	N/A	18[2]	18
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[3]	2	2	2	1	2
Number of quarterly drills (4 total) conducted to test Emergency Operations Center Activation procedures	4	4	4	4	4
Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan[4]	2	2	2	1	2

Table Notes

[1] Over the past several years, the region's Homeland Security and Emergency Management plans have become significantly more complex and all are multi-agency and multi-functional. Accordingly, the performance metric in future years will focus on the number of multi-agency functional and tabletop exercises conducted, rather than the percentage of cities participating. As a result, this measure will be discontinued effective Fiscal Year 2010-11 and has been replaced with a new measure (see below).

[2] This is a new measure as of Fiscal Year 2010-11. As discussed in Table Note #1 above, there will be a change in the way this activity is measured. There are various County departments, 18 incorporated cities, 58 special districts and various stakeholders in the region that are participating in the Homeland Security Exercise & Evaluation Program. San Diego County will focus on multi-agency tabletop or functional exercises to test the region's ability to respond in the event of an emergency.

[3] A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. In Fiscal Year 2009-10 one full-scale statewide exercise and one Nuclear Power Plant graded exercise were conducted. The NPP three-day graded full-scale exercise in Fiscal Year 2010-11 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.

[4] The Tactical Interoperable Communications Plan (TICP) is a requirement of the Department of Homeland Security to document coordination of interoperable communications within a region. The San Diego region's TICP documented what interoperable communications resources were available, what agency controls each resource had and what rules of use or operational procedures existed for the activation and deactivation of each resource. Annual exercising of the Plan is a federal requirement. See Table Note 3 above for exercise information.

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

Staffing

An increase of 1.00 staff year as the result of the transfer of a position from the Office of the District Attorney to support countywide emergency preparedness outreach efforts.

Expenditures

Net increase of $1.2 million.

- Salaries and Benefits — increase of $0.1 million due to the addition of one staff year as described above and for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.6 million due to a reduction in contract planning activities. These activities are now performed by County staff.
- Other Charges — increase of $1.7 million due to an increase of grant money being passed through to outside agencies.

Revenues

Net increase of $1.2 million.

- Intergovernmental Revenues — increase of $1.2 million in federal Homeland Security grant funds awarded during the Fiscal Year 2009-10 with expenditures planned during Fiscal Year 2010-11.
- Use of Fund Balance — a total of $0.45 million to support the Fire Protection and Emergency Medical Services program and the "Call When Needed" program to access fire suppression aircraft.
- General Revenue Allocation — increase of $0.03 million to support the increases described above.

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

Net decrease of $4.9 million. This change primarily represents removing appropriations for State Homeland Security Grants funds. The Office of Emergency Services will be applying for future State Homeland Security and Emergency Management Grants. Additionally, an increase of $0.03 million in Salaries and Benefits reflects an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Office of Emergency Services	19.00	16.00	17.00	6.25	17.00
Total	19.00	16.00	17.00	6.25	17.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Office of Emergency Services	$ 10,759,122	$ 7,202,525	$ 8,418,824	16.89	$ 3,504,674
Total	$ 10,759,122	$ 7,202,525	$ 8,418,824	16.89	$ 3,504,674

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 2,139,495	$ 1,937,375	$ 2,041,067	5.35	$ 2,074,399
Services & Supplies	1,922,515	2,003,704	1,372,848	(31.48)	697,409
Other Charges	3,279,962	3,261,446	5,004,909	53.46	732,866
Total	$ 10,759,122	$ 7,202,525	$ 8,418,824	16.89	$ 3,504,674

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 6,132,923	$ 5,943,476	$ 7,128,190	19.93	$ 2,194,040
Use of Fund Balance	3,617,150	450,000	450,000	0.00	450,000
General Revenue Allocation	1,009,049	809,049	840,634	3.90	860,634
Total	$ 10,759,122	$ 7,202,525	$ 8,418,824	16.89	$ 3,504,674

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Medical Examiner

Department Description

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

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Contributed to research efforts in childhood death by actively participating in the San Diego County Child Fatality Review Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the National Institute of Child Health and Human Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Provided career opportunities for youth and correctional training for youthful offenders by fulfilling 100% (16) 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 or private property) by providing guidance and coordination to responsible parties for biohazardous waste removal at 528 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 99% (2,659 of 2,696) of investigative reports, 99% (1,910 of 1,913) of toxicology reports, and 89% (2,391 of 2,673) of examination reports within 60 days or less, exceeding the target for each measure.
- Enabled timely progress of the justice system by completing 91% (96 of 105) of homicide examination reports within the stated performance objective, exceeding the target.
- Shared detailed information regarding the cause and manner of death with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing 95% (3,590 of 3,794) of copies of case reports in Medical Examiner cases within seven days or less, meeting the target of 95%.

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 91% (1,768 of 1,951) of identified Medical Examiner cases within 12 hours or less, exceeding the target of 90%.
- Enabled timely funeral services for families by making 99% (2,303 of 2,337) of bodies ready for release within seven days or less.

- Provided educational opportunities by fulfilling 100% (47) 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 & Forensic Center facility. The new facility's larger capacity, combined with the equipment investments in advanced toxicology and X-ray imaging technology, have enhanced the department's ability to provide high quality services leading to the determination of the cause and manner of death for each Medical Examiner case. The Medical Examiner & Forensic Center opened in December 2009.

2010-12 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 insight into forensic careers and correctional training for youthful offenders by fulfilling 100% (est. 15) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – Safe and Livable Communities

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

Required Discipline – Customer Satisfaction

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

Related Links

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

Performance Measures[1]	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Bodies made ready for release on time[2]	97% of 2,737	97%	99% of 2,337	97%	97%
Investigative Reports completed on time[3]	90% of 2,737	90%	99% of 2,696	90%	90%
Toxicology Reports completed on time[4]	95% of 1,932	95%	99% of 1,913	95%	95%
Examination Reports completed on time[5]	80% of 2,737	80%	89% of 2,673	80%	80%
Homicide Examination Reports completed on time[6]	93% of 105	90%	91% of 105	95%	95%
Next-of-kin notification completed on time[7]	90% of 2,619	90%	91% of 1,951	90%	90%
Case Reports provided on time[8]	95% of 3,922	95%	95% of 3,794	95%	95%

Table Notes

[1] The performance measure table above has been revised from the prior year to offer clarity and reduce ambiguity in understanding performance measure targets and results.

[2] Performance measure target is 97% in seven days or less. Total number of bodies made ready for release in Fiscal Year 2009-10 is estimated at 2,337.

[3] Performance measure target is 90% in 60 days or less. Total number of Investigative Reports completed in Fiscal Year 2009-10 is estimated at 2,696.

[4] Performance measure target is 95% in 60 days or less. Total number of Toxicology Reports completed in Fiscal Year 2009-10 is estimated at 1,913.

[5] Performance measure target is 80% in 60 days or less. Total number of Examination Reports completed in Fiscal Year 2009-10 is estimated at 2,673.

[6] Performance measure target is 95% in 60 days or less. Total number of Homicide Examination Reports completed in Fiscal Year 2009-10 is estimated at 105.

[7] Performance measure target is 90% in 12 hours or less. Total number of next-of-kin notifications completed in Fiscal Year 2009-10 is estimated at 1,951.

[8] Peformance measure target is 95% in seven days or less. Total number of customers provided with case reports in Fiscal Year 2009-10 is estimated at 3,794.

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

Staffing

Decrease of 2.00 staff years as a result of a reduction in available funding. This reduction may result in delays in the issuance of toxicology reports and decedent processing.

Expenditures

Net increase of $0.2 million.

- Salaries and Benefits — decrease of $0.15 million due to the reduction of 2.00 staff years and the reduction of funding for a Forensic Pathology Fellow for one year partially offset by negotiated wage and benefit increases.
- Services and Supplies — increase of $0.4 million due to the increase in operational costs associated with occupying the new Medical Examiner & Forensic Center.
- Capital Assets Equipment — decrease of $0.04 million due to planned one-time purchases completed in Fiscal Year 2009-2010.

Revenues

Net decrease of $0.2 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 — decrease of $0.05 million due to the completed acquisition of replacement equipment.
- General Revenue Allocation — increase of $0.2 million to support negotiated wage and benefit increases and the increase in facility operational costs.

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

Net increase of $0.1 million primarily due to a plan to restore funding for the Forensic Pathology Fellow and an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit credit increase negotiated in the prior fiscal year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Decedent Investigations	58.00	53.00	51.00	(3.77)	51.00
Total	58.00	53.00	51.00	(3.77)	51.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Decedent Investigations	$ 8,420,637	$ 8,330,793	$ 8,527,316	2.36	$ 8,677,316
Total	$ 8,420,637	$ 8,330,793	$ 8,527,316	2.36	$ 8,677,316

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 7,048,453	$ 6,554,905	$ 6,401,874	(2.33)	$ 6,664,100
Services & Supplies	1,472,184	1,835,388	2,225,442	21.25	2,113,216
Capital Assets Equipment	—	40,500	—	(100.00)	—
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	0.00	(100,000)
Total	$ 8,420,637	$ 8,330,793	$ 8,527,316	2.36	$ 8,677,316

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 545,678	$ 572,778	$ 606,778	5.94	$ 606,778
Miscellaneous Revenues	44,220	44,220	44,220	0.00	44,220
Use of Fund Balance	—	53,000	—	(100.00)	—
General Revenue Allocation	7,830,739	7,660,795	7,876,318	2.81	8,026,318
Total	$ 8,420,637	$ 8,330,793	$ 8,527,316	2.36	$ 8,677,316

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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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased public safety and reduced crime by ensuring that youth who left custodial settings were prepared for success in the community by participating in rehabilitative opportunities.
  - Ensured that 73% (502 of 691) of youth who needed employment readiness services received them. Exceeded goal of 60%.
  - Ensured that 90% (664 of 737) of youth who needed literacy programs received them. Exceeded goal of 60%.
  - Ensured that 63% (552 of 876) of youth who were at high-risk of continued delinquency received services to reduce that risk. Exceeded goal of 60%.
  - Ensured that 77% (590 of 765) of youth who needed substance abuse services received them. Exceeded goal of 60%.
- Ensured a safe and secure environment for youth who are committed to a juvenile facility.

  - Ensured that no more than 7.7 violent incidences per 100 youth per month occurred in the institutions by using targeted interventions. Exceeded goal of no more than nine violent incidences per 100 youth per month.
- Increased public safety and reduced crime by ensuring that 73% (1,918 of 2,627) of juvenile probationers completed their probation without a new sustained law violation. Met goal of 73%
  - Ensured that 88% (91 of 104) of caseloads (number of probationers supervised by one officer) of the highest risk offenders did not exceed the stated standards by more than 10%.
  - Ensured that youth were held accountable and provided rehabilitation services based on their risks and needs.
    - 92% (793 of 861) of youth assigned to Breaking Cycles were highest risk youth. Exceeded goal of 80%.
    - 80% (204 of 255) of youth assigned to the Drug Court were high-risk youth. Met goal of 80%.
    - 89% (446 of 499) of youth assigned to Juvenile Gang Suppression were high-risk youth. Exceeded goal of 80%.
- A total of 59% (341 of 574) of juvenile probationers who were successfully released from local commitments terminated 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.

Strategic Initiative – The Environment

- Maintained a green environment by conserving energy and educating staff on ways of reducing consumption of non-renewable energy sources.

- Replaced video-teleconferencing units used to conduct video interviews of adult inmates and juvenile detainees. This resulted in increased efficiencies including conserving on vehicle fuel and maintenance plus contributing to air pollution prevention efforts.
- Purchased 11 hybrid replacement vehicles by June 2010. Met the goal of 11 vehicles.
- Decreased the amount of copy paper used in the department by 18%.

Strategic Initiative – Safe and Livable Communities

- Increased public safety and reduced crime by ensuring that the highest risk adults under intensive supervision were held accountable for their actions and were provided with rehabilitative opportunities in order to reduce future offending.
  - Ensured that 67% (4,549 of 6,790) of adult probationers completed their probation without being convicted of a new crime. Exceeded goal of 65%.
  - Ensured that 31% (1,179 of 3,797 per month) of high-risk adult probationers were employed each month. Due to the continued economic downturn and high unemployment rates, the goal of 45% was not met.
  - Ensured that 81% (54 of 67) of caseloads (number of probationers supervised by one officer) of the highest risk offenders did not exceed stated standards by more than 10%.
  - Ensured that 76% (3,701 of 4,845) of adult probationers assigned to high-risk supervision were assessed as either high or medium risk. Exceeded goal of 50%.
- Maintained a high profile in the community through ongoing partnerships with local, State and federal law enforcement.
  - Participated in 276 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints. Exceeded goal of 144.
  - Conducted 8,909 searches of homes of adult and juvenile probationers to ensure that they were not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia. Exceeded goal of 3,000.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - A total of 98% of available victims (14,597 of 14,827) were contacted and informed of their right to restitution and to submit a victim impact statement. Exceeded goal of 95%.

2010-12 Objectives

Strategic Initiative – Kids

- Increase public safety and reduce crime by ensuring that 70% (1,750 of 2,500) of juvenile probationers will complete their probation without a new sustained law violation.
- Provide rehabilitative services to youth in custody who were assessed to need them to prepare them for success in the community. Help youth that leave custodial settings be prepared for success in the community by providing rehabilitative services as determined through assessment.
  - Increase percent of youth in custody over the age of 16 who receive employment readiness services from 73% to 75% (629 of 839).
  - Maintain the current percentage of youth under the age of 18 in custody who receive literacy services at 90% (822 of 913).
  - Provide services to reduce delinquency to 60% of youth in custody who are at high-risk of delinquency (570 of 950).
  - Increase the percent of youth assessed to have substance abuse needs who receive substance abuse services from 77% to 80% (730 of 913).

Strategic Initiative – Safe and Livable Communities

- Increase public safety by holding offenders accountable and enhancing supervision of sex offenders.
  - Ensure that 60% of adult probationers will complete their probation without being convicted of a new crime (4,074 of 6,790).
  - Conduct 75,000 drug tests on adult and juvenile offenders to ensure compliance with court orders.
  - Search the homes of 5,000 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.
- Partner with local, State and federal law enforcement agencies to monitor high-risk offenders.

- Participate in 150 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Provide rehabilitative opportunities in order to reduce future criminal offenses.
  - Facilitate linkages to employment services for 30% of high-risk adult offenders (1,110 of 3,700).
  - Maximize face-to-face contacts with probationers to facilitate compliance and rehabilitation.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contact 95% of available victims and inform them of their right to restitution and a victim impact statement (14,085 of 14,827).

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Adult offenders who complete their probation without being convicted of a new crime[1]	64%	65%	65% of 6,760	60%	60%
Juvenile offenders who complete their probation without a new law violation	71%	73%	73% of 2,627	70%	70%
Number of homes of adult and juvenile probationers searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia	5,704	3,000	8,909	5,000[2]	5,000
Rate (per 100 youth per month) of violent incidents including assaults, fights and threats to staff in juvenile institutions	11% reduction	No more than 9 incidents per 100 youth per month	7.68 incidents per 100 youth per month	N/A[3]	N/A[3]
Available victims contacted to inform them of their rights to restitution and a victim impact statement/total available victims[4]	99% of 12,478	95% of 12,478	98% of 14,827	95%	95%
Provide services to reduce delinquency of youth in custody who are at high-risk of delinquency[5]	N/A	N/A	63% of 876	60%	60%

Table Notes

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

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

[3] This measure has been discontinued as of Fiscal Year 2010-11. It has been replaced with measures that better reflect outcomes for clients and communities and the department's mission.

[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] New measure effective Fiscal Year 2010-11.

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

Staffing

Net decrease of 84.75 staff years.

- Adult Field Services net decrease of 25.75 staff years.
  - The elimination of State funding for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, resulted in a reduction of 17.00 staff years The loss of funding reduced the frequency of contacts with offenders and reduced treatment reviews and drug testing.
  - The opportunity to create jobs through the American Recovery and Reinvestment Act (ARRA) of 2009 resulted in the addition of 4.25 staff years. The Edward Byrne Memorial Justice Assistance Grant (JAG) provided funds to support 4.00 staff years for the Evidence-Based Probation Supervision Program Grant. This program will enhance service delivery to felony probationers. In addition, through the California Emergency Management Agency (CalEMA), ARRA funding was provided to support 0.25 staff years for the Probation Specialized Unit, which will focus strictly on sexual assault offenders.
  - Decrease of 13.00 staff years due to the transfer of staff to Juvenile Field Services and Institutional Services to realign services.
- Institutional Services net decrease of 33.00 staff years.
  - The reduction of available local funding is due to a combination of increased costs, reduced local funding and a decrease in Title IV-E funding which results in a reduction of 30.00 staff years. A decrease of 17.00 staff years in the juvenile camps will result in the reduction of 30 available beds to increase staffing efficiency. A decrease of 3.00 staff years in the Work Projects program results in reduced available hours for community services. A reduction of 10.00 staff years decreases the Institutional Administrative Support Services' capacity to book and release minors and release property and information in a timely manner.
  - Decrease of 3.00 staff years to realign staffing resources in Adult and Juvenile Field Services.
- Juvenile Field Services net decrease of 15.00 staff years.
  - The reduction of State funding for operations and categorical revenues results in a reduction of 12.00 staff years. A net decrease of 7.00 staff years in the Juvenile Probation and Camps Funding impacts the STAR Pal, Community Assessment Teams, Truancy Intervention, Truancy Supervision and JUDGE programs. A net decrease of 5.00 staff years related to funding levels for the Juvenile Justice Crime Prevention Act will impact the Breaking Cycles, Drug Court and Community Assessment Teams programs. These reductions will result in the loss of specialized case management, access to therapy, medication and psychiatric services.
  - The reduction of available local funding results in a net reduction of 21.00 staff years. A reduction of 4.00 staff years in the Breaking Cycles program reduces community and in-home contacts, drug testing, and crises intervention services provided to wards. The Special Operations Unit will be reduced by 7.00 staff years, decreasing the participation in the task forces and service of warrants. A reduction of 10.00 staff years in Juvenile Administrative Support Services will impact the timely provision of services, such as transportation, and intake and investigations.
  - The opportunity to create jobs through ARRA 2009 also resulted in the addition of 2.00 staff years. The Edward Byrne Memorial Justice Assistance Grant (JAG) provided funds to support 2.00 staff years for the U.S. Marshal Fugitive Task Force and the Sexual Assault Felony Enforcement programs. This funding will allow the Probation Department to participate in collaborative task forces that combat serious crime. The probation officers enhance the effectiveness of the task force operations by bringing the power of the conditions of probation ordered by the court including the ability to search without a warrant, keeping offenders from certain high risk areas and restricting their ability to associate with other offenders.
  - Increase of 16.00 staff years due to the transfer of staff from Adult Field Services and Institutional Services to realign staffing resources.
- Department Administration net decrease of 11.00 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 support tasks.

Expenditures

Net decrease of $7.0 million.

- Salaries and Benefits — a net decrease of $4.4 million due to reduction of 84.75 staff years as described above partially offset by an increase which reflects

negotiated wage and benefit adjustments and adjustments to overtime to reflect actual costs in the juvenile institutions.

- Services and Supplies — decrease of $2.6 million due to the reduction of various State funded programs and the impact of other revenue changes impacting contracted services for the Juvenile Justice Crime Prevention Act and the realignment of Internal Service Fund appropriations with actual costs.

Revenues

Net decrease of $7.0 million.

- Revenue From Use of Money & Property — decrease of $0.1 million due to the reduction of collections in Inmate Welfare Funds.
- Intergovernmental Revenues — net decrease of $5.1 million.
  - Decrease of $2.4 million in Juvenile Probation and Camps Funding due to a reduction in State funding for the Local Safety and Protection Account, supported by vehicle license fee revenue.
  - Decrease of $1.7 million in Proposition 36, *Substance Abuse and Crime Prevention Act of 2000,* due to the elimination of State funding for this program.
  - Decrease of $2.4 million in the Juvenile Justice Crime Prevention Act due to a reduction in State funding for the Local Safety and Protection Account, supported by vehicle license fee revenue.
  - Decrease of $0.6 million in Title IV-E of the Social Security Act cost reimbursement due to decreases in eligible activities.
  - Increase of $2.0 million in various revenue accounts representing funding under ARRA 2009.
- Charges for Current Services — net increase of $0.1 million.
  - Increase of $0.1 million related to revenue for overtime agreements with various law enforcement agencies.
- 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 – a total of $0.3 million due to one-time funding for the Juvenile Voice Supervision Pilot Program.
- General Revenue Allocation — increase of $0.3 million to support negotiated wage and benefit increases described above.

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

Decrease of 0.25 staff years due to the expiration of funding for programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA). Net increase of $1.0 million. The increase in Salaries and Benefits primarily reflects an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year. This is partially offset by a decrease of $0.1 million in Services and Supplies due to the completion of one-time projects.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Adult Field Services	399.00	344.00	318.25	(7.49)	318.00
Institutional Services	593.00	549.00	516.00	(6.01)	516.00
Juvenile Field Services	384.00	345.00	330.00	(4.35)	330.00
Department Administration	76.00	66.00	55.00	(16.67)	55.00
Total	1,452.00	1,304.00	1,219.25	(6.50)	1,219.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Adult Field Services	$ 42,425,375	$ 40,860,243	$ 39,144,926	(4.20)	$ 39,526,847
Institutional Services	70,314,826	69,178,533	67,208,713	(2.85)	68,293,724
Juvenile Field Services	59,824,468	54,802,922	51,459,299	(6.10)	51,707,422
Department Administration	10,236,856	11,120,888	11,282,796	1.46	10,396,733
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.00	50,000
Probation Inmate Welfare Fund	225,000	225,000	95,000	(57.78)	95,000
Total	$ 183,076,525	$ 176,237,586	$ 169,240,734	(3.97)	$ 170,069,726

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 129,418,109	$ 123,412,780	$ 118,984,976	(3.59)	$ 119,959,192
Services & Supplies	46,109,228	45,795,478	43,226,430	(5.61)	43,081,206
Other Charges	9,427,676	9,054,676	9,054,676	0.00	9,054,676
Expenditure Transfer & Reimbursements	(1,878,488)	(2,025,348)	(2,025,348)	0.00	(2,025,348)
Total	$ 183,076,525	$ 176,237,586	$ 169,240,734	(3.97)	$ 170,069,726

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Fines, Forfeitures & Penalties	$ 118,710	$ 68,500	$ 68,500	0.00	$ 68,500
Revenue From Use of Money & Property	275,000	225,000	95,000	(57.78)	95,000
Intergovernmental Revenues	56,716,538	55,238,370	50,169,736	(9.18)	49,985,687
Charges For Current Services	9,619,995	8,631,528	8,720,427	1.03	8,720,427
Miscellaneous Revenues	18,312	18,312	18,312	0.00	18,312
Other Financing Sources	19,437,809	16,937,809	14,437,809	(14.76)	14,437,809
Use of Fund Balance	650,000	50,000	315,905	531.81	50,000
General Revenue Allocation	96,240,161	95,068,067	95,415,045	0.36	96,693,991
Total	$ 183,076,525	$ 176,237,586	$ 169,240,734	(3.97)	$ 170,069,726

Public Defender

Department Description

The Department of the Public Defender office consists of five separate offices, all ethically walled to avoid conflicts, including the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office, the Office of Assigned Counsel and the Family Dependency Services Office. The office of the Public Defender is responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department 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 provides representation in some civil cases such as Juvenile Dependency, mental health matters, and sexually violent predator cases.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Strengthened families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training programs and/or further education for 95% (estimated 414 of 436) of requests.
- Promoted dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact their life.
  - Had 30% (estimated 1,979 of 6,522) of age appropriate (11-18) clients attend 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 length of stay in Juvenile Hall.

  - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days by June 2010.
- The office of the Alternate Public Defender maintained and maximized opportunities for success of families and children through focus on resources, education and partnerships.
  - Reunited 64% (estimated 2,226 of 3,456) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with clients, informed them of their rights and procedures, established a bond of trust and gathered background information in order to properly assess the treatment of each case.
  - Resolved an average of 75% (estimated 45,484 of 60,808) of misdemeanor cases 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 62% (estimated 7,705 of 12,500) of felony cases in 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 177 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees and restitution.

- Filed an estimated 450 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.

- The office of the Alternate Public Defender achieved through negotiations and persuasion an early resolution favorable to the client.
  - Accomplished direct contact with 94% (estimated 1,743 of 1,848) 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

- 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 approximately 205 attorneys.
- The office of the Alternate Public Defender ensured 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 85% (estimated 1,400 hours for 95 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses.
- The office of the Alternate Public Defender 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 4% in hours (estimated 850 hours) provided by volunteers in all programs compared to Fiscal Year 2007-08 accomplishments. The projected volunteer hours for Fiscal Year 2009-10 are 21,552.
- The office of the Alternate Public Defender ensured clients are receiving competent representation from attorney staff through mentoring and observation of evidentiary hearings by senior supervising staff.
  - Observed and mentored 86% (estimated 43 of 50) of attorney staff conducting an evidentiary hearing.

2010-12 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 95% (estimated 418 of 440) of requests.
- Promote dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact their life.
  - Have 30% (estimated 1,950 of 6,500) of age appropriate (11-18) clients attend hearings.
- Work to maintain reduced number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce length of stay in Juvenile Hall.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days by June 2012.
- The Primary and Conflict Parent offices of the Dependency division will maintain and maximize opportunities for success of families and children through focus on resources, education and partnerships.
  - Reunite 65% (estimated 2,275 of 3,500) of families in dependency cases which are completed and closed out of the juvenile court system.

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 75% (estimated 45,000 of 60,000) of misdemeanor cases in the Primary Public Defender Office at first appearance.
  - Accomplish direct contact in the office of the Alternate Public Defender with 94% (estimated 1,739 of 1,850) 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.

- Conduct timely investigations, comprehensive client interviews, and obtained maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.
  - Investigate and resolve 62% (estimated 7,750 of 12,500) of felony cases in the Primary Public Defender Office 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 200 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees and restitution.
  - File an estimated 400 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 2011.

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 260 attorneys.
- 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 4% in hours provided by volunteers in all programs.

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Misdemeanor & probation revocation cases resolved at first appearance	75% of 65,252 cases	76 %	75% of 60,808 cases	75%	75%
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28 days	28 days	28 days	28 days	28 days
Felony cases investigated and resolved within 60 days of arraignment when doing so would benefit the client more than litigation	64% of 13,232 cases	62%	62% 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	30% of 7,948 hearings	27%	30% of 6,522 hearings	30%	30%
Families reunified in completed and closed dependency court cases / total cases[1]	67% of 3,276 cases	65%	65% of 3,456 cases	N/A[2]	N/A[2]
Minimum average of 16 hours of training / outreach for department staff achieved / number of staff	85% of 95 staff	85%	85% of 95 staff	N/A[2]	N/A[2]
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 2,000 cases	90%	94% of 1,848 cases	94%	94%
Increase of volunteer hours / total volunteer hours, now including all five divisions of the newly merged Public Defender's Office[3]	33%/ 27,515 hours	1%/ 21,185 hours	4%[4]/ 21,552 hours	4%	4%
Attorney staff observed and mentored in evidentiary hearings / number of attorney staff	78% of 50 staff	86%	86% of 50 staff	N/A[2]	N/A[2]

Table Notes

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

[2] This measure is being discontinued as of Fiscal Year 2010-11. The goal will now be a combined objective as a result of the consolidation of the departments of the Public Defender and Alternate Public Defender.

[3] Beginning in Fiscal Year 2010-11, the volunteer hours of all divisions of the Public Defender will be combined in this measure; the Fiscal Year 2009-10 total departmentwide hours of 72,000 will establish the new baseline.

[4] The estimated 4% increase of volunteer hours in Fiscal Year 2009-10 reflects an increase over the Fiscal Year 2007-08 baseline of 20,700 hours.

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

Staffing

Net decrease of 28.00 staff years.

- Decrease of 29.00 staff years as a result of a reduction in local funding and due to efficiencies gained through the consolidation of public defense operations in Fiscal Year 2009-10. Constitutionally required indigent defense services are now provided more efficiently and economically at current caseload levels, while preserving legally-required "ethical wall" separation of the services.
- Increase of 1.00 staff year in Office of Assigned Counsel. This position will support the administration of cases assigned to the conflict panel attorneys. The division handles case assignment and payment of attorney and related fees for over 6,100 cases annually.

Expenditures

Net decrease of $1.6 million.

- Salaries and Benefits — decrease of $3.3 million due to the reduction of staff years described above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — increase of $1.7 million which includes one-time funds for costs related to the defense of death penalty cases ($1.0 million) and increases for other categories of case related expenditures, including expert witness fees, and costs related to leased facilities ($0.7 million).

Revenues

Net decrease of $1.6 million.

- Intergovernmental Revenues — decrease of $1.3 million due to decreased collections ($0.6 million), a realignment of collection revenues to the Charges for Current Services category ($0.3 million) and to reflect State legislative action to eliminate reimbursement for mandated activities related to Sexually Violent Predators ($0.4 million).
- Charges for Current Services — increase of $0.4 million primarily due to the transfer of these revenues from the Intergovernmental Revenue category.
- Use of Fund Balance — a total of $1.0 million to support costs associated with the defense of death penalty cases.
- General Revenue Allocation — decrease of $1.6 million which reflects the management of limited County resources in the current economic environment.

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

Increase of $0.2 million reflects an increase for retirement contributions in Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year, offset by the reduction of one-time resources supporting death penalty cases.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Indigent Defense	323.00	—	—	0.00	—
Primary Public Defender	—	285.00	263.00	(7.72)	263.00
Office of Assigned Counsel	—	6.00	7.00	16.67	7.00
Alternate Public Defender	100.00	50.00	45.00	(10.00)	45.00
Multiple Conflicts Office	—	8.00	8.00	0.00	8.00
Dependency	—	64.00	63.00	(1.56)	63.00
Administration	20.00	16.00	15.00	(6.25)	15.00
Total	443.00	429.00	401.00	(6.53)	401.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Indigent Defense	$ 50,084,676	$ —	$ —	0.00	$ —
Primary Public Defender	—	44,960,260	38,427,266	(14.53)	39,615,305
Office of Assigned Counsel	—	8,502,254	9,872,734	16.12	8,885,037
Alternate Public Defender	16,979,135	9,000,907	6,919,178	(23.13)	7,136,534
Multiple Conflicts Office	—	1,121,923	1,403,858	25.13	1,437,067
Dependency	—	9,584,061	9,651,546	0.70	9,960,617
Administration	6,772,468	5,721,255	11,050,420	93.15	10,540,442
Total	$ 73,836,279	$ 78,890,660	$ 77,325,002	(1.98)	$ 77,575,002

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 64,028,310	$ 60,714,997	$ 57,400,907	(5.46)	$ 58,653,355
Services & Supplies	9,807,969	18,175,663	19,924,095	9.62	18,921,647
Total	$ 73,836,279	$ 78,890,660	$ 77,325,002	(1.98)	$ 77,575,002

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Fines, Forfeitures & Penalties	$ 51,347	$ 51,347	$ 51,347	0.00	$ 51,347
Intergovernmental Revenues	12,399,302	11,713,162	10,401,982	(11.19)	10,401,982
Charges For Current Services	1,625,219	381,495	750,000	96.59	750,000
Miscellaneous Revenues	674,340	80,068	100,300	25.27	100,300
Use of Fund Balance	185,713	—	1,000,000	—	—
General Revenue Allocation	58,900,358	66,664,588	65,021,373	(2.46)	66,271,373
Total	$ 73,836,279	$ 78,890,660	$ 77,325,002	(1.98)	$ 77,575,002

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 and Agency) vision is a healthy, safe, thriving San Diego community. In support of the County's Strategic Initiatives for Kids and Safe and Livable Communities, the Agency assists at-risk and vulnerable people to be healthy, safe and self-sufficient; protects the public's health; and promotes operational excellence in the delivery of services.

The Agency provides five mission critical services: prevention, access, protection, care and treatment, and preparedness and response. Its services include preventive health care, access to publicly funded health care coverage and self-sufficiency services, 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 900 contracts representing over 470 community-based providers. Although the six regions are geographically and socially diverse, business continuity is maintained by the administrative support divisions that 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 healthier, safer and self-sufficient by delivering essential services.

2009-10 Anticipated Accomplishments

- The Agency led efforts to anticipate and proactively manage the threat to the public's health from the Pandemic 2009 H1N1 Influenza. As of April 2010, distributed 1,128,700 vaccines to the region:
  - 821,356 vaccines were directly distributed to healthcare providers to serve their patients.
  - 307,344 vaccines were distributed by the County.
    - 183,184 vaccines were distributed as follows:
      - 95,339 vaccines were given in the seven County immunization clinics,
      - 64,254 vaccines were given in schools,
      - 11,516 vaccines were given by HHSA staff and partners at 10 community mass vaccination clinics,
      - 6,830 vaccines were given to 21 first responder groups in the county,
      - 4,080 vaccines were given to County staff that are first responders, and
      - 1,165 vaccines were given at swap meets, farmers markets, and other community events.
    - 124,160 vaccines were distributed to 253 community providers by the County from its vaccine supply because providers only had limited supply.
- The Agency assisted at-risk and vulnerable children, seniors and disabled individuals.
  - Identified options for In-Home Supportive Services (IHSS) to contain costs and focus service on needy seniors and persons with disabilities.
    - November 2009, Board of Supervisors approved a number of reforms for IHSS including implementation of a new Fraud Investigation and Program Integrity initiative in conjunction with the District Attorney.

- February 2010, the State approved the County's new $1.4 million Program Integrity initiative.
- Fully implemented *School Success*, a program designed to help foster children tackle the difficulties they face at home and school. Partnered with the County Office of Education to provide services to over 600 children to promote their school success.

- The Agency addressed health improvements for the people it serves.
  - Developed a draft comprehensive Strategy Agenda for Health built on four major themes – changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment and building a better system. Together these themes help achieve a San Diego County where children, adults and older adults thrive in communities that support health and well-being.
  - Obtained a $16 million Centers for Disease Control and Prevention (CDC) American Recovery and Reinvestment Act (ARRA) prevention grant to launch a new initiative, Communities Putting Prevention to Work (CPPW), to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking. The initiative will enhance activities in the Strategy Agenda for Health.
  - Strengthened the health care safety net by engaging community partners and reviewing current systems for operational efficiencies, including a preliminary cost effectiveness study of the Health Care Coverage Initiative on quality of care and reduction of inpatient/emergency department costs and utilization.
  - Pursued enhanced funding for the safety net through Intergovernmental Transfers to increase federal funding for safety net healthcare services within San Diego County.
  - Implemented the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations, including services for children 0-5 years of age in a new multidisciplinary program.
- The Agency pursued strategies that improved staff efficiency in serving clients during the current economic climate and fiscal responsibility while preparing for future trends.
  - In response to declining revenues, developed and implemented an interactive electronic CORE Analyzer that aids managers in identifying programs for Consolidation, Outsourcing, Reengineering/Revenue maximization or possible Elimination. This process builds consistency and supports objective decision making throughout the Agency. Results from the CORE Analyzer were incorporated into multi-year economic reality plans which will be implemented over the next fiscal years.
  - Put into full practice management control initiative to ensure Agency fiscal and programmatic integrity, accountability and optimal deployment of staff to best meet service needs.
  - Fully implemented 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 337,000 people by over 1,000 staff throughout the Agency.
    - Converted over 200,000 paper cases to electronic files to support transition to virtual (paperless) caseload to gain efficiency and enhance customer service.
    - Redesigned the staffing model and implemented trainings to support transition to a team-oriented, task-based service approach in Agency Family Resource Centers to accommodate higher volume of applications and participation in self-sufficiency programs.
    - Introduced same-day application processing to improve timely delivery of services to customers in Agency Family Resource Centers.
  - Implemented year one of the three-year Nutritional Security Plan to help with the 47% increase in applications during the current economic downturn (from 3,766 per month in February 2009 to 5,531 per month in February 2010) by identifying ways to simplify the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps) eligibility process while maintaining program integrity. Accomplishments in year one include:
    - Provided online application assistance to local community-based organizations to complete the Food Stamp/SNAP application process in partnership with Alliance Healthcare Foundation.
    - Developed THRIVE San Diego (a collaboration of the Agency, Internal Revenue Service, United Way, San Diego State University, California State University San Marcos, 2-1-1 San Diego and the Consumer Center for Education and Advocacy, and other community-based organizations) to

engage college students to help low-income residents file their taxes, apply for Earned Income Tax Credit, as well as provide screening and referral for SNAP eligibility.

2010-12 Objectives

- The Agency will roll out the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system, including:
  - Implementing year one of the two-year Communities Putting Prevention to Work (CPPW) Initiative, funded by a CDC ARRA grant.
  - Implementing year two of the three-year Nutritional Security Plan.
- The Agency will support critical, core services by:
  - Developing an approach to increase safe communities, supporting the County's Strategic Plan.
  - Pursuing innovation to improve services, including a minimum of four continuous improvement projects.
  - Putting into operation economic reality plans and management control initiatives for fiscal responsibility and integrity.
  - Applying viable, cost effective options identified in IHSS Reform activities.
  - Leading the nation in the movement toward national public health accreditation by completing the beta test process of the Public Health Accreditation Board. The County of San Diego is the only California jurisdiction to participate in this process.

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

Overview

The Health and Human Services Agency's Fiscal Year 2010-11 plan includes appropriations of $1.8 billion, a decrease of $6.1 million in the General Fund, associated with reductions in Intergovernmental Revenues.

Appropriations are reduced primarily in salaries and benefits due to State cuts, the return of Child Care Stages II and III and the Alternative Payment Program to the State, and the outsourcing of Welfare to Work and Child Care Stage I. These reductions are offset by increases in appropriations for assistance payments for CalWORKs, Aid to Adoptive Children, and In-Home Supportive Services, and for contracts for the Communities Putting Prevention to Work (CPPW) Initiative funded with a CDC ARRA grant.

This marks the first time since the inception of the Agency that the proposed budget declined from the prior year. The Agency faces over $70 million in funding challenges for the second consecutive year associated with the struggling economy and State budget cuts. Rising demands for services compounds the financial challenge. Furthermore, in Fiscal Year 2010-11, the State enters its tenth year of failure to fund the cost of doing business.

HHSA proposes a decrease of 325.75 staff years. The outsourcing of employment and child care services and the return of child care programs to the State accounts for 200.00 of the reduced staff years. The outsourcing of these services will achieve cost savings and efficiencies while maintaining essential services. The continued high unemployment rate results in growing caseloads in Medi-Cal, Food Stamps and CalWORKs. Containing administrative costs associated with these programs allows the County to invest limited resources toward its share of cost in mandated entitlement payments.

State cuts and revenue losses related to the economic downturn resulted in a net reduction of 114.75 staff years throughout HHSA. These reductions led to fewer or reduced services to clients in many Agency programs. HHSA is committed to providing efficient program delivery and will continue to review programs and processes to ensure staffing resources are focused in priority areas where funding allows.

Other staffing changes include the outsourcing of the Psychiatric Emergency Response Team, a reduction of 5.00 staff years; 4.00 staff years were reduced in the Office of Media and Public Relations as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office; and 2.00 staff years were transferred to the Community Services Group to support purchasing and contracting activities for the Agency.

ARRA revenue continues to be a major source of funding for HHSA in Fiscal Year 2010-11, allowing the maintenance of core services and partially mitigating the continued decline in Realignment revenue. One notable ARRA grant from CDC will fund the CPPW Initiative over the next two years supporting the Health Strategy Agenda in reducing health risk factors, preventing and/or delaying chronic disease and promoting wellness in the community.

The State has yet to solve its ever-increasing structural deficit. Further cuts to health and human service programs will inevitably be part of the State's solutions. Although the economy is beginning to show signs of recovery, fees and tax revenues which support HHSA have dropped over the

last three fiscal years and are not expected to recover in the near future. In anticipation of these funding challenges, HHSA continues development of long range plans that align ongoing funding with core, essential services that further the Agency's vision and strategic priorities. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001-02 to allow a stable funding stream for health and human services programs. The Special Revenue fund reflects $27.5 million for Fiscal Year 2010-11. No change is proposed between years.

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

Net increase of $1.2 million is primarily the result of an increase of $9.3 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, offset by a decrease of $8.1 million in Services and Supplies due to the elimination of one-time projects from prior year.

Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Regional Operations	2,656.25	2,438.00	2,262.00	(7.22)	2,262.00
Strategic Planning & Operational Support	231.00	221.00	200.00	(9.50)	200.00
Aging and Independence Services	323.50	295.50	292.50	(1.02)	292.50
Behavioral Health Services	916.00	871.50	840.50	(3.56)	840.50
Child Welfare Services	807.00	808.50	744.50	(7.92)	744.50
Public Health Services	374.25	493.50	479.75	(2.79)	479.75
Public Administrator / Public Guardian	36.00	34.00	34.00	0.00	34.00
Administrative Support	333.50	320.00	303.00	(5.31)	303.00
Total	5,677.50	5,482.00	5,156.25	(5.94)	5,156.25

Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Regional Operations	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333
Strategic Planning & Operational Support	149,427,300	146,812,596	161,411,948	9.94	161,664,861
Aging and Independence Services	304,027,413	333,889,728	335,194,757	0.39	354,521,662
Behavioral Health Services	400,600,805	419,717,521	405,914,153	(3.29)	401,428,787
Child Welfare Services	264,356,319	265,041,881	263,321,003	(0.65)	264,012,969
Public Health Services	82,993,768	97,637,740	102,193,095	4.67	102,073,853
Public Administrator / Public Guardian	4,402,137	4,430,992	4,472,416	0.93	4,500,728
Administrative Support	98,606,549	90,789,360	93,525,329	3.01	77,044,801
Tobacco Settlement Funds	27,500,000	27,500,000	27,500,000	0.00	27,500,000
Total	$ 1,797,652,977	$ 1,860,884,880	$ 1,854,721,567	(0.33)	$ 1,855,955,994

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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 led by a Regional General Manager who ensures services address local community needs and programs are delivered in a cost effective and outcome-driven fashion. As outlined in Appendix D, core regional operations include: Public Health Services, Family Resource Centers/Public Assistance Payments and Child Welfare Services.

Mission Statement

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

2009-10 Anticipated Accomplishments – All Regions

Strategic Initiative – Kids

- Provided prevention and early intervention services to maximize the health and well-being of at-risk children.
  - Ensured that 96% (363 of 379) of pregnant women in Regional Public Health Nursing care received the recommended number of prenatal care visits from the start of first contact by a Public Health Nurse, meeting target.
  - Delivered age-appropriate vaccines at each visit to those that presented for immunizations services.
    - 99% (14,956 of 15,139) of children age 0-4 years, above target of 90%.
    - 98% (10,903 of 11,154) of children age 11-18 years, above target of 90%.
  - Enrolled a net gain of 1% (an additional 2,506; from 250,615 to 253,121) of eligible children in Medi-Cal and Healthy Families programs.
- Provided protection, permanency and stability to children who are at risk and have been abused and neglected.
  - Increased by 7.5% (from 1,725 to 1,854) family engagement by use of Team Decision Making (TDM) meetings held countywide, allowing more family and community participation in making best decisions for children who are in, or at risk of entering, foster care; above target of 5% increase.
  - Completed 78.3% (1,492 of 1,906) of Structured Decision Making (SDM) assessments on family strengths and needs for new child welfare cases to help identify the most appropriate services for each family, meeting target of 78%.
  - Ensured that 81.4% (1,584 of 1,947) of children who were in foster care less than 12 months had fewer than three placements during that period, above target of 80%.

Strategic Initiative – Safe and Livable Communities

- Provided outreach and links to services to help at-risk children, families and vulnerable adults lead safe and healthy lives, and become self-sufficient.
  - Enrolled 29,592 (from 90,408 to 120,000) 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.

2010-12 Objectives – All Regions

Strategic Initiative - Kids

- Provide prevention and early intervention services to maximize the health and well-being of at-risk children.
  - Ensure that 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 age-appropriate vaccines at each visit to those who present for immunizations services.
    - 93% (13,950 of 15,000) of children age 0-4 years.

- 93% (11,160 of 12,000) of children and adolescents age 11-18 years.
  - Ensure a net enrollment gain of 1% (an additional 2,531; from 253,121 to 255,652) 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.
  - Increase the number of Team Decision Making (TDM) meetings held by 5% (from 1,854 to 1,947) 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 81% (2,794 of 3,450) of new child welfare cases countywide to help identify the most appropriate services for each family.
  - Ensure that 81% (1,577 of 1,947) of all children in foster care for 8 days or more, but less than 12 months, have fewer than three placements during that period.

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 (120,000 to 140,000) eligible children and seniors in the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps). This is year two 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. The Agency staff from the Central Region oversees several countywide programs and initiatives. For instance, 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. 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 Family Self-Sufficiency contractors and are designed to lift low-income working families and individuals out of poverty.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Answered 97% (7,129 of 7,327) of annual Domestic Violence Hotline calls countywide within 60 seconds or less.

Strategic Initiative – Safe and Livable Communities

- Secured stable employment for 90% (233 of 259) of Welfare to Work participants exiting cash assistance each month countywide as indicated by remaining off aid for six months.
- Increased by 10% (from 396 to 436) the number of CalWORKs families accessing EITC services at tax assistance sites countywide.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Develop a community engagement plan in partnership with Building Healthy Communities to improve access and pathways to prevention, treatment and care services for City Heights residents, a community in the City of San Diego.
- Expand the existing Thrive San Diego partnerships to assist more families out of poverty by expanding the countywide EITC public-private coalition.
  - Develop and implement expansion plan, including specific goals and activities, for 2011 tax season.

East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations located in the rural areas. The region's eastern border is the Imperial County line. East Region administers the Nurse Family Partnership (NFP), an evidence-based program helping first-time, low-income mothers in the 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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Issued 100% (36,426) of Child Care payments to CalWORKs and other low-income families countywide within 10 days of receipt of claim, above target of 99%.

- Ensured that 59% (162 of 272) of East Region children coming into protective custody were placed with a relative or family friend, promoting the Neighborhood for Kids goal of keeping children in familiar environments, below target of 65%.
- Ensured that 98% (96 of 98) of NFP graduates' children were fully immunized at 24 months of age, above target of 96%.

2010-12 Objectives

Strategic Initiative – Kids

- Achieve the Neighborhood for Kids' goal of keeping children in a familiar environment.
  - Place 65% (177 of 272) of children coming into protective custody with a relative or family friend.
  - Place 65% (44 of 67) of children coming into protective custody in a home where they can remain in the same school.
- Improve health outcomes for vulnerable children in the East Region through the NFP program.
  - Fully immunize 98% (96 of 98) of NFP graduates' children by 24 months of age.
  - Ensure that 90% (361 of 401) of NFP participants initiate breast feeding, which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity.

North Central Region

The North Central Region is located within the City of San Diego and is comprised of 38 diverse communities including Miramar Air Base and other military communities. With a large military population, Agency staff from the North Central Region support the unique needs of military families through the Agency's "Military Initiative." Effective Fiscal Year 2010-11, the customer service center for public assistance programs, referred to as ACCESS, will be reported under Strategic Planning and Operational Support (SPOS).

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Established ACCESS performance baselines in the areas of customer satisfaction, first call resolution, and timely access to public assistance service.
- Updated a strategic plan to address the unique needs of military families through the Veterans/Family Regional Forum of San Diego County and collaboration with Healthy Start Military Family Cluster, providing 94 Public Health Nursing home visits and assessments for 65 at-risk families.

Required Discipline – Continuous Improvement

- Piloted a Public Health Nurse (PHN) teleworking project and identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Central Region. Pilot results to date include avoidance of 466 miles by the three PHNs participating in the project resulting in an increase of 13.3 hours for client contacts, $233 saved in mileage costs, and $776 saved in staff productivity. Numbers not representative of full fiscal year due to H1N1 event.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain wait times of 30 days or less for County Medical Services eligibility appointments to ensure timely services to eligible clients.

Required Discipline – Continuous Improvement

- Co-lead for HHSA a minimum of three Community Action Plans for the Communities Putting Prevention to Work initiative, a Centers for Disease Control and Prevention American Recovery and Reinvestment Act of 2009 (ARRA) grant.

North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton and more than a dozen communities. The region's northern border is the Orange County line. In addition to providing core regional services, Agency staff from the North Coastal Region facilitates HealthLink North County and North County Cares. HealthLink North County is a school health-focused, public-private partnership to improve health and education outcomes for North County's school children. North County Cares is a collaboration of the Agency, community partners, resources families, and child welfare services working together to improve outcomes for North County children.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Identified and evaluated applicable Agency services at each of the five HealthLink North County school-based collaborative forums for health professionals in order to enrich the health and wellness of school age children.

- 50% increase (from 6,663 to 10,017) in the number of SNAP applications in the North Coastal Region.
- 13,890 H1N1 vaccines administered in the North Coastal Region Public Health Centers.

Required Discipline – Continuous Improvement

- Delayed implementation of the PHN teleworking project due to redeployment of PHN staff due for H1N1 event. Identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Coastal Region. Pilot results to date include avoidance of 241 miles by the two PHNs participating in the project, resulting in an increase of 6.9 hours for client contacts, $120 saved in mileage costs, and $401 saved in increased productivity.

2010-12 Objectives

Strategic Initiative – Kids

- Increase by 5% (from 322 to 354) the number of military families served in North Coastal Region by extending the Military Strategic Plan used in the North Central Region in order to build effective community relationships for the safety and protection of children and military families.
- In collaboration with North County Cares, ensure that at least 68% (91 of 134) North Coastal Region children in protective custody are placed with relatives or family friends.

North Inland Region

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Identified and evaluated applicable Agency services at each of the Rural Health Network collaborative forums in order to enrich the health and wellness of rural communities.
  - 22% increase (from 8,250 to 10,037) in the number of SNAP applications in North Inland Region.
  - 13,327 H1N1 vaccines administered in North Inland Public Health Centers.

Required Discipline – Continuous Improvement

- Piloted a PHN teleworking project and identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Inland Region. Pilot results to date include avoidance of 772 miles by the three PHNs participating in the project, resulting in an increase of 22.1 hours for client contacts, $386 saved in mileage costs, and $1,286 saved in increased productivity. Numbers not representative of full fiscal year due to H1N1 event.

2010-12 Objectives

Strategic Initiative - Kids

- In collaboration with North County Cares, ensure that at least 53% (89 of 170) of North Inland Region children in protective custody are placed with relatives or family friends.

Required Discipline – Customer Satisfaction

- Increase by 10% (from 96 to 106) the number of clients served through video interviewing for public assistance programs in rural communities through partnerships such as the Rural Health Network.

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. Agency staff from the South Region provide regional services, lead the Healthy Eating Active Communities (HEAC) project, and manage the South Region Nurse Family Partnership Program (NFP), and 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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 99% (71 of 72) of NFP clients in South Region initiated breast feeding which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity, above target of 90%.
- Developed and implemented a sustainability plan for the HEAC project which included the following strategies:
  - Develop capacity building in community health workers in order to educate community residents about the link between the environment and health.
  - Share lessons learned from the HEAC initiative with The California Endowment's new effort in Central Region, Building Healthy Communities.
  - Develop a curriculum for youth that incorporates environmental strategies to prevent obesity and implement in their Youth Mentorship Program.
- Established the FAP program to provide a coordinated and multi-disciplinary care system to 67 children and youth at risk of entering or who are currently in foster care.

2010-12 Objectives

Strategic Initiative – Kids

- Ensure that 45% (32 of 72) of NFP mothers continue to breastfeed their infant at 6 months of age, which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity.
- Increase by 10% (from 67 to 74) the number of FAP children who are diverted to prevention services. FAP uses a collaborative and multi-disciplinary approach to avoid the removal of children from their homes.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	98% of 502	96% of 450	96% of 379	96% of 450	96% of 450
Children age 0-4 years receive age-appropriate vaccines[1]	N/A	N/A	99% of 15,139	93% of 15,000	95% of 15,000
Children age 11-18 years receive age-appropriate vaccines[1]	N/A	N/A	98% of 11,154	93% of 12,000	95% of 12,000
Children enrolled in Medi-Cal and Healthy Families health care coverage	7.5%[2] (enrolled 17,578 for a total of 250,615)	1% (enroll 2,506 for a total of 253,121)	1% (enrolled 2,506 for a total of 253,121)	1% (enroll 2,531 for a total of 255,652)	1% (enroll 2,556 for a total of 258,208)
Increase in TDM meetings held countywide	1,725	5% (from 1,725 to 1,811)	7.5% (from 1,725 to 1,854)	5% (from 1,854 to 1,947)	5% (from 1,947 to 2,044)
Completion of SDM assessments on new child welfare cases	76% of 1,869	78% of 1,800	78.3% of 1,906	81% of 3,450	81% of 3,450
Children in foster care for less than 12 months have fewer than 3 placements during that period CWS	80% of 2,091	80% of 2,300	81.4% of 1,947	81% of 1,947	81% of 1,947
Eligible children and seniors enrolled in SNAP	90,408	20,000 (from 90,408 to 110,408)	29,529 (from 90,408 to 120,000)	20,000 (from 120,000 to 140,000)	10,000 (from 140,000 to 150,000)
Children age 0-18 years receive age-appropriate vaccines[1]	N/A	90% of 15,000	98% of 26,293[3]	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2010-11, the measure about Children age 0-18 years receive age-appropriate vaccines has been replaced by the two measures about Children age 0-4 years receive age-appropriate vaccines and Children 11-18 years receive age-appropriate vaccines to better reflect immunization policy and standards.

[2] In Fiscal Year 2008-09, this measure exceeded its target of 1% due to collaboration with community partners and in response to the economic downturn. Of the total, 69% (173,235) were enrolled in Medi-Cal and 31% (77,370) were enrolled in Healthy Families.

[3] This measure reflects the total of two measures – children ages 0-4 years and children ages 11-18 years.

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

Staffing

Net decrease of 176.00 staff years; includes transfers between divisions.

- Decrease of 200.00 staff years in employment and child care programs due to the outsourcing of these services, and the return of the Child Care Stages II and III and the Alternative Payment programs to the State in January 2010.

- Decrease of 23.00 staff years in child welfare services associated with State cuts and the decline in the economy.
- Decrease of 1.00 staff year in Regional Administration to mitigate loss of revenue.
- Transfer out 5.00 staff years to Public Health Services to provide support and services associated with the Communities Putting Prevention to Work Initiative.
- Transfer out 2.00 staff years from Community Action Partnership of which 1.00 went to Administrative Support and 1.00 went to SPOS.
- Net increase of 53.00 staff years in the Family Resource Centers to provide eligibility services to support client services because of increased caseloads in Medi-Cal, SNAP and CalWORKs.
  - 27.00 staff years were reassigned to eligibility activities from the 200.00 staff years reduced in the employment and child care programs.
  - 28.00 staff years were transferred in from SPOS associated with the reorganization in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services and consolidates administrative activities.
  - 2.00 staff years were transferred out to the Community Services Group to support purchasing and contracting activities for the Agency.
- Transfer in 2.00 staff years from Public Health Services associated with the transfer of administrative duties to Central Region for the Vaccines are Important for Preschoolers program. This will have no impact on services.

Expenditures

Net decrease of $13.9 million.

- Salaries and Benefits — decrease of $6.8 million due to the reduction of 176.00 staff years, offset by negotiated wage and benefit increases.
- Services and Supplies — net decrease of $9.6 million.
  - Decrease of $2.9 million due to the elimination of employment and child care services in the regions.
  - Decrease of $2.7 million due to partial completion of one-time projects for the preservation and creation of jobs, to promote economic recovery, and to provide emergency food and housing to those most impacted by the recession. These appropriations had been funded by ARRA.
  - Decrease of $1.6 million associated with the transfer with SPOS in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services.
  - Decrease of $1.4 million due to the elimination of the Juvenile Diversion program. This will eliminate contracted services to approximately 1,500 youth annually who demonstrate behaviors typically associated with delinquency and which are likely to result in involvement and re-involvement with the juvenile justice system.
  - Decrease of $0.5 million in domestic violence services due to the loss of revenue associated with the decline in the economy. This will eliminate the Teen Relationship Violence program, which serves approximately 300 teens annually, and the elimination of contracted staff that provided support to the Domestic Violence Review Team and other technical assistance.
  - Decrease of $0.3 million in the 211 program. This is a reduction in Information and Referral services that assist customers in accessing health and social services, including homeless shelter bed referral and free tax preparation sites.
  - Decrease of $0.2 million in the Family to Family program for child welfare services due to the loss of funding.
- Other Charges — net increase of $2.5 million.
  - Increase of $19.3 million in CalWORKs assistance payments due to caseload growth.
  - Decrease of $16.8 million in provider payments in Child Care Stages II and III and the Alternative Payment programs.

Revenues

Net decrease of $13.9 million.

- Licenses, Permits & Franchise Fees — increase of $0.4 million in marriage license fees to support domestic violence services.
- Intergovernmental Revenues — net decrease of $15.3 million.
  - Increase of $18.9 million in CalWORKs State and federal revenue due to an increase in assistance payments.
  - Increase of $0.4 million in the Center for Disease Control ARRA grant to cover health promotion activities.
  - Decrease of $20.1 million in Child Care Stages II and III and the Alternative Payment Program revenue due to termination of contracts with the State.

- Decrease of $9.8 million due to the elimination of employment and Stage I child care in the regions. This revenue was added in SPOS for the contracted costs.
- Decrease of $2.7 million in ARRA grant funds due to the partial completion of one-time projects in prior year.
- Decrease of $1.3 million in Realignment revenue due to the decline in the economy.
- Decrease of $0.7 million in various revenues to align to historical actuals.

- Charges for Current Services — increase of $3.0 million in San Diego First Five Commission revenue to support the Early Childhood Child Welfare Project. This funding offsets loss of State revenue.
- Miscellaneous Revenues — decrease of $0.1 million to align to historical actuals.
- General Revenue Allocation — decrease of $1.9 million due to the elimination of the Juvenile Diversion program, and the reductions in domestic violence services and 211 services.

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

Net increase of $2.0 million is the result of an increase of $4.8 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a reduction of $2.8 million in Services and Supplies due to the elimination of one-time projects from prior year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Regional Self Suffic Elig	1,062.00	1,059.00	1,081.00	2.08	1,081.00
Regional Child Welfare Svcs	670.50	641.00	618.00	(3.59)	618.00
Central Region	227.00	226.00	157.00	(30.53)	157.00
East Region	198.50	191.50	93.50	(51.17)	93.50
North Central Region	255.75	89.00	109.00	22.47	109.00
North Coastal Region	88.00	84.00	63.00	(25.00)	63.00
North Inland Region	70.00	68.00	65.00	(4.41)	65.00
South Region	84.50	79.50	75.50	(5.03)	75.50
Total	2,656.25	2,438.00	2,262.00	(7.22)	2,262.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Regional Self Suffic Elig	$ 73,606,122	$ 73,828,045	$ 331,552,068	349.09	$ 333,956,081
Regional Child Welfare Svcs	57,487,493	55,533,544	55,502,534	(0.06)	56,991,526
Central Region	87,055,169	100,322,415	23,907,022	(76.17)	21,379,052
East Region	93,788,009	103,346,096	11,485,439	(88.89)	11,641,309
North Central Region	50,179,062	30,965,524	11,210,385	(63.80)	11,364,692
North Coastal Region	24,074,652	25,740,322	8,544,889	(66.80)	8,659,105
North Inland Region	27,329,661	30,243,191	7,914,093	(73.83)	8,023,102
South Region	52,218,518	55,085,925	11,072,436	(79.90)	11,193,466
Total	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 201,732,428	$ 182,367,959	$ 175,537,747	(3.75)	$ 180,351,489
Services & Supplies	39,640,963	42,109,146	32,557,266	(22.68)	29,762,991
Other Charges	224,365,295	250,587,957	253,093,853	1.00	253,093,853
Total	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 820,845	$ 824,783	$ 1,254,000	52.04	$ 1,333,383
Fines, Forfeitures & Penalties	50,000	50,000	50,000	0.00	50,000
Revenue From Use of Money & Property	303,528	311,113	311,113	0.00	311,113
Intergovernmental Revenues	434,794,449	450,065,858	434,765,577	(3.40)	431,934,827
Charges For Current Services	1,889,480	1,874,145	4,874,145	160.07	4,874,145
Miscellaneous Revenues	1,466,361	1,444,176	1,382,758	(4.25)	1,382,758
Reserve/Designation Decreases	—	—	—	0.00	4,770,834
General Revenue Allocation	26,414,023	20,494,987	18,551,273	(9.48)	18,551,273
Total	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333

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MDCCCLI

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, advances individual self-sufficiency through public assistance programs and safeguards program integrity by partnering with regional operations, the State and the District Attorney. 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. Effective Fiscal Year 2010-11, Health Coverage Access operations, which includes County Medical Services (CMS) for indigent adults, and Hospital Outstation Services, will be reported under North Central Region.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- CalWORKs Welfare to Work participation rate decreased from 31% to 24% (from 558 to 432 of 1,800 sampled cases), not meeting target of 5% increase, due to the economic downturn and increased competition for jobs.

Strategic Initiative – Safe and Livable Communities

- Ensured 90% (114 of 126) of indigent adults who completed the Supplemental Security Income (SSI) application process through the Advocacy Program obtained SSI, below target of 96%.
- Increased the number of medical specialty care providers for indigent clients by 21% (from 193 to 234), exceeding the target of a 10% increase. This increase is attributed to the automation of the treatment request authorization process.
- Ensured 83% (789 of 950) of indigent adults enrolled in diabetes case management met the standard of care by receiving a blood test semi-annually, below target of 85%.

Required Discipline – Customer Satisfaction

- Implemented ACCESS, a new customer service center that serves over 50,000 public assistance (CalWORKs, Food Stamps or Medi-Cal) customer contacts per month.
  - Implemented self-service feature 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

- Responded to 87% (14,790 of 17,000) of urgent help desk calls from Agency staff related to the public assistance eligibility computer system within 48 hours, below target of 95%. Prompt responses assist staff in providing timely and accurate benefit issuance to clients.

Required Discipline – Continuous Improvement

- Completed four Agency-level continuous improvement projects to help the Agency mitigate risks and advance strategic priorities, meeting the target of four.
- Initiated Project Management "boot camp" in August 2009 with Agency Human Resources to improve business process reengineering skills among agency staff.

2010-12 Objectives

Strategic Initiative – Kids

- Provide links to services to help eligible families with children become self-sufficient.
  - 99% (6,930 of 7,000) of child care payments are issued within 10 calendar days of receipt of complete and accurate attendance sheet.

- 30% (11,250 of 37,500) of active welfare to work participants have paid employment.
- 45% (13,500 of 30,000) of active welfare to work participants are fully participating in State approved work activities.

Strategic Initiative – Safe and Livable Communities

- Ensure 90% (135 of 150) of indigent adults who complete the SSI application process through the Advocacy Program obtain SSI in order to promote self-sufficiency.
- Improve access to care for medically indigent clients by increasing number of medical specialty care providers willing to serve indigent clients by 10% (from 234 to 257).
- 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

- Respond to 95% (16,150 of 17,000) of urgent help desk calls from Agency staff related to the public assistance eligibility computer system within 48 hours to assist staff in providing timely and accurate benefit issuance to clients.

Required Discipline – Accountability/Transparency

- Establish a baseline for the number of program integrity reviews conducted in the In-Home Supportive Services program to ensure services are being accurately requested and authorized.

Required Discipline – Continuous Improvement

- Complete four Agency-level continuous improvement projects to help the Agency mitigate risks and advance strategic priorities.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Child care payments issued within 10 days[1]	N/A	N/A	N/A	99% of 7,000	99% of 7,000
Welfare to work participants have paid employment[1, 2]	N/A	N/A	N/A	30% of 37,500	30% of 37,500
Welfare to work participants participating in work activities[1, 2]	N/A	N/A	N/A	45% of 30,000	45% of 30,000
SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI	93% of 129	96% of 150[3]	90% of 126	90% of 150	90% of 150
Increase in medical specialty care doctors for indigent clients	N/A	10% (from 193 to 212)	21%[4] (from 193 to 234)	10% (from 234 to 257)	10% (from 257 to 283)
Indigent adult diabetics enrolled in diabetes case management that receive blood tests	94% of 462	85% of 800	83% of 950	85% of 800	85% of 800
Urgent help desk calls responded to within 48 hours	96% of 16,383	95% of 17,000	87% of 17,000	95% of 17,000	95% of 17,000
Agency-level continuous improvement projects	4	4	4	4	4
CalWORKs recipient work participation rate increase[5]	-7% (from 38% to 31%)	5% (from 31% to 36%)	-6%[6] (from 31% to 24%)	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2010-11, these measures have been included to better reflect strategic priorities.

[2] The Welfare to Work program includes participants who have attained paid employment. The program also assists individuals who are engaged in State approved work activities which support their efforts to gain self-sufficiency.

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

[4] This measure exceeded its target of 10% which is attributed to the automation of the treatment request authorization process resulting in more interest in becoming a provider.

[5] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan but will continue to be monitored internally. The two new measures on "welfare to work participants" replace this measure.

[6] This measure did not meet its target of a 5% increase (from 31% (558) to 36% (648) of 1,800 sampled cases) due to the economic downturn and increased competition for jobs.

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

Staffing

Net decrease of 21.00 staff years.

- Transfer in 7.00 staff years from Administrative Support to the ACCESS Center to support client services associated with increased caseloads.
- Transfer in 1.00 staff year from Regional Operation's Community Action Partnership program to coordinate the Refugee Employment Services Program.
- Transfer out 28.00 staff years to Regional Operations associated with the reorganization in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services.
- Transfer out 1.00 staff year to Child Welfare Services to support foster care services.

Expenditures

Net increase of $14.6 million.

- Salaries and Benefits — decrease of $0.9 million due to the reduction of 21.00 staff years, partially offset by negotiated wage and benefit increases.
- Services and Supplies — net increase of $15.5 million.
  - Increase of $10.6 million for the employment and child care contracts.
  - Increase of $2.7 million due to increased costs in County Medical Services.
  - Increase of $2.5 million associated with the move of the ACCESS Center from Regional Operations.
  - Increase of $0.4 million associated with In-Home Support Services (IHSS) fraud prevention initiatives.
  - Increase of $0.2 million for GIS software funded by a Homeland Security grant.
  - Decrease of $0.5 million in CalWIN to align to current allocation.
  - Decrease of $0.4 million associated with the move of Health Coverage Access and Hospital Outstation to Regional Operations.

Revenues

Net increase of $14.6 million.

- Intergovernmental Revenues — net increase of $10.1 million.
  - Increase of $10.8 million of Social Services revenue to cover the administration of employment and child care contracts.
  - Increase of $3.0 million of Social Services revenue for the ACCESS Center offset by a reduction due to the transfer of Hospital Outstation to Regional Operations.
  - Increase of $1.3 million in American Recovery and Reinvestment Act of 2009 (ARRA) funds for Coverage Initiative.
  - Increase of $1.1 million in State funding for IHSS fraud prevention initiatives.
  - Increase of $0.2 million in Homeland Security Grant funding for GIS software.
  - Decrease of $4.2 million in Realignment revenue due to the decline in the economy and the transfer of the Health Coverage Access program to Regional Operations.
  - Decrease of $2.1 million in Community Heath Improvement Partners revenue in Health Care Policy Administration due to the elimination of State funding.
- Charges for Current Services — net increase of $5.1 million.
  - Increase of $5.0 million in Third Party reimbursements in CMS.
  - Increase of $0.1 million in collection of child abuse fees for the Commission on Youth and Families.
- Miscellaneous Revenues — decrease of $0.6 million to align to historical actuals.

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

Net increase of $0.25 million is the result of an increase of $0.3 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a reduction of $0.1 million in Services and Supplies due to the elimination of one-time projects from prior year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Administration	86.00	78.00	79.00	1.28	79.00
Health Care Administration	36.00	35.00	36.00	2.86	36.00
Self Sufficiency Services and Support	109.00	108.00	85.00	(21.30)	85.00
Total	231.00	221.00	200.00	(9.50)	200.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Administration	$ 26,684,895	$ 26,058,093	$ 25,933,008	(0.48)	$ 26,056,172
Health Care Administration	97,540,120	95,747,432	98,723,293	3.11	98,735,512
Child Care Planning Council	1,113,810	1,113,810	1,113,810	0.00	1,113,810
Self Sufficiency Services and Support	24,088,475	23,893,261	35,641,837	49.17	35,759,367
Total	$ 149,427,300	$ 146,812,596	$ 161,411,948	9.94	$ 161,664,861

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 18,746,356	$ 18,181,205	$ 17,250,921	(5.12)	$ 17,595,345
Services & Supplies	130,680,944	128,631,391	144,161,027	12.07	144,069,516
Total	$ 149,427,300	$ 146,812,596	$ 161,411,948	9.94	$ 161,664,861

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Fines, Forfeitures & Penalties	$ 3,349,216	$ 3,349,216	$ 3,349,216	0.00	$ 3,349,216
Intergovernmental Revenues	107,417,266	106,911,954	117,043,172	9.48	116,857,152
Charges For Current Services	6,858,469	6,909,077	11,960,573	73.11	11,959,918
Miscellaneous Revenues	1,042,349	1,042,349	458,987	(55.97)	458,987
Other Financing Sources	17,600,000	17,600,000	17,600,000	0.00	17,600,000
Reserve/Designation Decreases	—	—	—	0.00	439,588
General Revenue Allocation	11,000,000	11,000,000	11,000,000	0.00	11,000,000
Total	$ 149,427,300	$ 146,812,596	$ 161,411,948	9.94	$ 161,664,861

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Aging & Independence Services

Department Description

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

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Conducted 95% (6,175 of 6,500) of face-to-face contacts within 10 days of receiving Adult Protective Services (APS) referral, meeting target.
- Ensured 91% (5,915 of 6,500) of APS cases were not re-referred within six months of case closing, meeting target.
- Updated and documented 96% (15,840 of 16,500) of annual In-Home Supportive Services (IHSS) reassessments by the recertification due date, meeting target. Timely completion of reassessments ensures IHSS clients receive the appropriate level of care to remain safely in their own home.
- Notified 95% (4,750 of 5,000) of customers assisted by Veteran's Services of the result of their college tuition waiver application within 14 days, above target of 90%.

Required Discipline – Accountability/Transparency

- Ensured 99% (644 of 650) of sampled IHSS cases reviewed were in compliance with the State mandated IHSS quality assurance program and the assessed service hours were correctly calculated and authorized, above target of 95%.

Required Discipline – Information Technology

- Implemented preparedness activities for 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 files.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Protect adults age 65 and older and dependent adults age 18 and older, from abuse, neglect and exploitation.
  - 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.
- Update and document 96% (15,840 of 16,500) of annual IHSS reassessments 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 95% (4,600 of 5,000) of customers assisted by Veteran's Services of the result of their college tuition waiver application within 14 days.
- Maintain a 95% (587 of 618) average monthly caseload for the Multipurpose Senior Services Program (MSSP) case management program. Clients eligible for Medi-Cal are served by MSSP to avoid, delay or remedy their inappropriate placement in nursing facilities while fostering independent living in the community. Maintaining the required active client case load ensures the greatest number of clients age 65 and older are served.
- Achieve a 4% increase (from 2,207 to 2,295) in the number of older adults linked with Retired Senior Volunteer Program (RSVP) and intergenerational volunteer opportunities. Research has shown that volunteering provides individual health benefits in addition to social benefits.

Required Discipline – Information Technology

- Implement the new IHSS statewide case management computer system, CMIPS II, which will allow better management of recipient and provider data as cases migrate from paper to electronic files.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Face-to-face APS investigations within 10 days	96% of 6,815	95% of 7,500	95% of 6,500	95% of 7,500	95% of 7,500
APS cases not re-referred within 6 months of closing	93% of 6,815	91% of 7,500	91% of 6,500	91% of 7,500	91% of 7,500
IHSS reassessments are updated/ documented by recertification due date	N/A	96% of 16,500	96% of 16, 500	96% of 16,500	96% of 16,500
Notification response rate within 14 days for customers applying for the college fee waiver	99%[1] of 5,325	90% of 5,000	95% of 5,000	95% of 5,000	95% of 5,000
Average monthly number of MSSP case management slots filled[2]	N/A	N/A	N/A	95% of 618	95% of 618
Increase in number of older adults linked with RSVP and Intergenerational volunteer opportunities[3]	N/A	N/A	N/A	4% (from 2,207 to 2,295)	4% (from 2,207 to 2,295)
Cases in compliance with IHSS quality assurance program[4]	99% of 281	95% of 650	99% of 650	N/A	N/A

Table Notes

[1] In Fiscal Year 2008-09, this measure exceeded its target of 80% due to the automation of the application process and an increase in volunteer workforce.

[2]New measure effective Fiscal Year 2010-11, to better reflect State mandated requirements for the MSSP program. Maintaining the required active client case load ensures that the greatest number of clients 65 and older are served.

[3]New measure effective Fiscal Year 2010-11, to better reflect priorites for the RSVP and Intergenerational programs. Increasing the number of older adults linked with volunteer opportunities will allow for residents to continue to stay active and contribute to the community.

[4] Effective Fiscal Year 2010-11, this measure was removed as the IHSS program consistently achieved 99% compliance for State quality assurance standards on audited cases for over two years. The IHSS program will continue to audit sampled cases to ensure compliance with State standards; however, it will no longer be included in the Operational Plan.

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

Staffing

Decrease of 3.00 staff years.

- Decrease of 2.00 staff years from the Mental Health Senior Team program resulting in a reduction of mental health crisis intervention and short-term case management services for approximately 30-40 of the over 100 older adult clients per month.
- Decrease of 1.00 staff year from Case Management/ Linkages unit due to cuts in State funding which will reduce the level of support to this program.

Expenditures

Net increase of $1.3 million.

- Salaries and Benefits — increase of $0.1 million due to negotiated wage and benefit increases, partially offset by the reduction of 3.00 staff years.
- Services and Supplies — net increase of $1.4 million.
  - Net increase of $1.7 million in contracted services.
    - Increase of $3.2 million for IHSS Individual Provider (IP) payments. This increase is significantly less than anticipated due to a slowdown in caseload growth.
    - Decrease of $0.9 million due to the elimination of one-time prior year projects for senior nutrition, employment services, educational efforts and investigation of financial abuse for seniors and dependent adults funded by American Recovery and Reinvestment Act of 2009 and Indian Gaming revenues.
    - Decrease of $0.4 million primarily due to funding cuts in the Older Americans Act Programs which will affect 500 to1,000 clients by reducing services in various programs including nutrition, case management, homemaker, personal care services, information assistance, senior employment, caregiver and health insurance counseling and advocacy programs.
    - Decrease of $0.2 million due to State funding cuts which will affect 1,500 to 1,700 clients in the Linkages program, adult day care for Alzheimer's clients, nutrition supplements and the Senior Companion Program for low-income seniors.
  - Increase of $0.6 million for IHSS fraud prevention initiatives provided by the Public Authority.
  - Decrease of $0.5 million in various services and supplies to align costs to available funding.
  - Decrease of $0.4 million in information technology application services.
    - Decrease of $0.2 million in Adult Protective Services to align budget with planned purchases.
    - Decrease of $0.2 million in IHSS to align to available CMIPS II implementation funding.
- Capital Assets Equipment — decrease of $0.2 million to align budget with planned purchases.

Revenues

Net increase of $1.3 million.

- Intergovernmental Revenues — net increase of $2.2 million.
  - Increase of $4.1 million associated with anticipated IHSS program growth and American Recovery and Revinvestment Act of 2009 (ARRA) funding.
  - Increase of $0.4 million of funding from new programs: Centers for Disease Control and Prevention (CDC) ARRA funding for outreach and education addressing obesity, physical activity and nutrition; Mental Health Services Act revenue for suicide prevention and early intervention program; Medicare Improvements for Patients & Providers Act grant for outreach to Medicare beneficiaries; and Aging & Disability Resource Connection to inform, support and strengthen consumer knowledge of Long-Term Care resources.
  - Decrease of $0.9 million due to the elimination of one-time projects funded by ARRA and Indian Gaming revenues.
  - Decrease of $0.5 million due to State funding cuts in community-based services programs.
  - Decrease of $0.4 million in APS to align to projected allocation level.
  - Decrease of $0.3 million in Realignment revenue due to the decline in the economy.
  - Decrease of $0.2 million in IHSS to align to available CMIPS II implementation funding.
- Reserve/Designation Decreases — decrease of $0.9 million due to one-time only allocation in Fiscal Year 2009-10 to fund IHSS IP wage increase.

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

Increase of $19.3 million primarily due to an increase in IHSS IP payments which are funded by federal and State revenue as well as the use of the County's Designated Realignment fund balance.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
In-Home Supportive Services	156.00	151.00	151.00	0.00	151.00
Veterans Services	8.00	8.00	8.00	0.00	8.00
Senior Health and Social Services	48.00	48.00	43.00	(10.42)	43.00
Protective Services	88.50	67.50	69.50	2.96	69.50
Administrative and Other Services	23.00	21.00	21.00	0.00	21.00
Total	323.50	295.50	292.50	(1.02)	292.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
In-Home Supportive Services	$ 274,076,990	$ 304,758,223	$ 308,220,269	1.14	$ 327,742,729
Veterans Services	856,343	927,972	937,523	1.03	937,523
Senior Health and Social Services	14,513,015	15,176,894	13,732,726	(9.52)	13,601,943
Protective Services	10,114,644	8,832,484	8,306,872	(5.95)	8,306,872
Administrative and Other Services	4,466,421	4,194,155	3,997,367	(4.69)	3,932,595
Total	$ 304,027,413	$ 333,889,728	$ 335,194,757	0.39	$ 354,521,662

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 27,682,544	$ 25,783,838	$ 25,862,782	0.31	$ 25,910,143
Services & Supplies	262,358,932	294,119,953	295,527,795	0.48	314,807,339
Other Charges	5,000	5,000	5,000	0.00	5,000
Capital Assets Equipment	181,757	181,757	—	(100.00)	—
Operating Transfers Out	13,799,180	13,799,180	13,799,180	0.00	13,799,180
Total	$ 304,027,413	$ 333,889,728	$ 335,194,757	0.39	$ 354,521,662

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Fines, Forfeitures & Penalties	$ 185,660	$ 185,660	$ 185,660	0.00	$ 185,660
Intergovernmental Revenues	294,835,641	323,963,647	326,142,860	0.67	328,091,399
Miscellaneous Revenues	65,582	78,452	95,457	21.68	66,000
Other Financing Sources	100,000	100,000	100,000	0.00	100,000
Reserve/Designation Decreases	—	891,189	—	(100.00)	17,407,823
General Revenue Allocation	8,720,530	8,670,780	8,670,780	0.00	8,670,780
Total	$ 304,027,413	$ 333,889,728	$ 335,194,757	0.39	$ 354,521,662

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 healthier, safer and self-sufficient by delivering essential services.

2009-10 Anticipated Accomplishments - Behavioral Health

Strategic Initiative – Safe and Livable Communities

- Enhanced care coordination between physical health and behavioral health services by launching three pilot projects.
  - Rural Health Initiative – this project intends to develop extensive behavioral health prevention, education and intervention services within the context of several rural family practice clinics. The integrated component includes the expansion of the formulary (to include psychotropic medications) and the addition of a behavioral health consultant to the primary care team.
  - Integrated Health Care Project – a County Medical Services (CMS)/Mental Health pilot where a primary care clinic is paired with a mental health clinic providing services to indigent clients.
  - East County Integrated Health Access Project – a CMS/Mental Health pilot aimed at improving access to CMS-funded primary care for current mental health clients. This eliminates the need for an additional appointment and a wait time of 25 to 40 days.

  - Collaborated with multiple community partners to successfully secure federal Primary Care and Behavioral Health Integration Project grant (only award in California) for $2 million over four years.
- Implemented the Behavioral Health Quality Management Plan to improve alcohol, drug and mental health services for clients receiving services through Behavioral Health.
  - Consolidated Mental Health Services (MHS) and Alcohol and Drug Services (ADS) data units to improve coordination of data across Behavioral Health.
  - Implemented shared procedures and consistent documentation for mental health and alcohol and drug services to allow for overall tracking of critical incidents within Behavioral Health.
  - In conjunction with the State, established statewide definition of alcohol and drug treatment completion to improve overall validity of alcohol and drug treatment outcome reporting, and developed training for all of San Diego's alcohol and drug treatment programs regarding appropriate coding of treatment completion.

2010-12 Objectives - Behavioral Health

Strategic Initiative – Safe and Livable Communities

- Enhance care coordination between physical health and behavioral health services by launching and analyzing at least one pilot program to test a different or modified service delivery system.
- Enhance the Behavioral Health Quality Management Plan to improve alcohol, drug and mental health services for clients with co-occurring disorders.

- Review and revise outcome measures for co-occurring clients.

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

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

Strategic Initiative – Safe and Livable Communities

- Ensured that 35% (4,550 of 13,000) of participants (including both adolescents and adults) in alcohol and drug treatment completed treatment, meeting the target.

2010-12 Objectives

Strategic Initiative – Kids

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

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Maintained an average wait time of 5.5 days for children and youth who were provided an outpatient mental health assessment, slightly above the target of an average wait time of 5 days.
- Implemented a new evidence-based program designed to reduce risk of behavioral/emotional problems in children 0-5 years of age and enrolled 500 families in the program.

Strategic Initiative – Safe and Livable Communities

- Maintained an average wait time of 8 days for new adult clients who were provided outpatient mental health assessment, meeting the target wait time.
- Increased by 5% (from 6,187 to 6,497) the number of older adults accessing and receiving outpatient mental health services, meeting the target.

Required Discipline – Information Technology

- Continued implementation of the multi-year project, Electronic Mental Health Record, by 1) deploying the assessment portion and 2) implementing the progress notes portion to ensure improved coordination of care through real-time sharing of treatment, so as to enhance customer service.

2010-12 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 mental health component for the multi-disciplinary KidSTART program to serve 100 children ages 0-5 years with complex behavioral/ emotional needs.

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 6,497 to 6,821) the number of older adults accessing and receiving outpatient mental health services.

Required Discipline – Information Technology

- Continue implementation of the Electronic Mental Health Record to enhance customer service by improving operational effectiveness and efficiency by:
  - Training 2,500 clinicians and completing implementation of the assessment portion of the Electronic Health Record.
  - Deploying the treatment portion of the Electronic Health Record.
  - Beginning to plan for doctor's home page portion of the Electronic Health Record.

Inpatient Health Services

Inpatient Health Services provides care to clients who require a hospital setting. Services are provided at the SDCPH and at Edgemoor DPSNF. SDCPH, a licensed facility staffed for 45 beds, 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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Achieved full accreditation with Joint Commission Standards Compliance for SDCPH demonstrating continuous commitment to patient safety and quality of care.
- Achieved a rating of substantial compliance for the new Edgemoor DPSNF. This rating is issued by State licensing demonstrating that the facility meets the health, safety and quality of life needs of the patients.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with Joint Commission Standards Compliance for SDCPH to demonstrate commitment to patient care and accountability.
- Maintain a rating of substantial compliance for the Edgemoor DPSNF, a rating issued by State licensing in order to meet the health, safety and quality of life needs of the patients.
- Promote quality of care and a safer environment for patients and staff by meeting the national benchmark of 1.78 occurrences per 1,000 patient days for the use of mechanical or manual restraints at SDCPH.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	94% of 1,186	90% of 925	90% of 925	90% of 925	90% of 925
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	94% of 1,772	85% of 1,440	85% of 1,440	85% of 1,440	85% of 1,440
Participants in alcohol and drug treatment will complete treatment	N/A	35% of 13,000	35% of 13,000	35% of 13,000	35% of 13,000
Wait time for children's mental health outpatient treatment	7 days[1]	5 days	5.5 days[1]	5 days	5 days
Children 0-5 years served in KidSTART program[2]	N/A	N/A	N/A	100	100
Wait time for adult mental health outpatient treatment	8 days	8 days	8 days	8 days	8 days
Increase in number of older adults receiving mental health services	18% (from 5,892 to 6,943)	5% (from 6,187 to 6,497)	5% (from 6,187 to 6,497)	5% (from 6,497 to 6,821)	5% (from 6,821 to 7,162)
Compliance rating of Edgemoor DPSNF[3]	D	D	D	D	D

Table Notes

[1] In Fiscal Years 2008-09 and 2009-10, the average wait time of 5 days for children was not met due to an increased number of unfunded children needing services.

[2] Effective Fiscal Year 2010-11, this new measure has been included to better reflect strategic priorities.

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

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

Staffing

Net decrease of 31.00 staff years; includes transfers between divisions.

- Decrease of 23.00 staff years in MHS and SDCPH due to the loss of revenue associated with the decline in the economy and loss of State funding. This will result in reductions in assessment and case management capacity in Adult Services, Conservatorship Investigation and Special Education programs.
- Decrease of 5.00 staff years in MHS associated with the Psychiatric Emergency Response Team (PERT) functions transitioning to contracted services.
- Decrease of 3.00 staff years in ADS due to the State's elimination of Proposition 36, *Substance Abuse and Crime Prevention Act of 2000,* funding.

Expenditures

Decrease of $13.8 million.

To mitigate significant losses in funding and to minimize the impact on client services, BHS has reengineered programs to maximize Mental Health Services Act (MHSA) and federal revenues. ADS services are still significantly impacted.

- Salaries and Benefits — net decrease of $2.2 million due to the reduction of 31.00 staff years partially offset by negotiated wage and benefit increases.
- Services and Supplies — net decrease of $11.2 million.

- Increase of $1.8 million in medical supplies, security costs, contracted and consultant services at Edgemoor DPSNF.
- Increase of $1.0 million in mental health information technology projects.
- Decrease of $7.2 million in ADS primarily associated with reductions in contracted services for Proposition 36; California Screening, Brief Intervention, Referral and Treatment Services (CASBIRT); and Substance Abuse Recovery Management Services. These reductions will result in the elimination of Screening and Brief Intervention Services provided in hospital emergency rooms and trauma units; elimination of case management services specifically designed for parents involved with child welfare services who have substance abuse issues; and reduced availability of residential and non-residential alcohol and drug treatment services.
- Decrease of $6.2 million in MHS primarily associated with Adult/Older Adult Outpatient services, Long Term Care, Case Management and Administrative Services Organization contracts. Services will be restructured to utilize MHSA funding.
- Decrease of $0.6 million primarily due to reductions associated with START programs and Crisis Clinic restructuring at the SDCPH.

- Other Charges — decrease of $0.3 million in Support & Care of Persons to align to projected state hospital expenses.
- Capital Assets — decrease of $0.1 million to align budget with planned purchases at Edgemoor DPSNF.

Revenues

Net decrease of $13.8 million.

- Intergovernmental Revenues — net decrease of $10.6 million.
  - Increase of $14.0 million in MHSA revenue associated with Prevention and Early Intervention, Community Services and Support, and Workforce, Employment and Training enhancements, and technology and innovation components.
  - Increase of $10.1 million in Federal Medi-Cal and Drug Medi-Cal revenues and related ARRA funds.
  - Increase of $0.9 million in CalWORKs Mental Health and Substance Abuse funding to align with projected allocations.
  - Increase of $0.4 million in Early Periodic Screening, Diagnosis and Treatment funding.
  - Decrease of $22.2 million in Managed Care and Minor Consent revenue due to reduced allocations and continued depletion of the Managed Care trust fund.
  - Decrease of $9.2 million in ADS primarily due to the elimination of Proposition 36, CASBIRT, and SARMS funding.
  - Decrease of $4.6 million in Realignment revenue due to the decline in the economy.
- Charges for Current Services — net increase of $0.6 million.
  - Increase of $1.5 million in Medi-Cal revenue at Edgemoor DPSNF.
  - Decrease of $0.9 million associated with continued depletion of local ADS trust funds.
- Miscellaneous Revenues — decrease of $0.2 million to align budget with historical actuals.
- General Revenue Allocation — decrease of $3.6 million reduces MHS to its minimum statutorily required level of general purpose revenue funding.

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

Net decrease of $4.5 million reflects a reduction of $5.2 million in Services and Supplies in contracted services and IT expenditures related to a projected decrease in MHSA allocations, partially offset by an increase of $0.7 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Alcohol and Other Drug Services	35.00	36.00	24.00	(33.33)	24.00
Mental Health Services	325.50	321.25	297.50	(7.39)	297.50
Inpatient Health Services	520.00	482.25	464.25	(3.73)	464.25
Behavioral Health Svcs Administration	35.50	32.00	54.75	71.09	54.75
Total	916.00	871.50	840.50	(3.56)	840.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Alcohol and Other Drug Services	$ 51,093,492	$ 51,278,208	$ 43,484,633	(15.20)	$ 43,484,633
Mental Health Services	283,902,261	302,622,187	294,445,966	(2.70)	289,898,689
Inpatient Health Services	60,268,100	57,323,182	59,796,981	4.32	59,735,261
Behavioral Health Svcs Administration	5,336,952	8,493,944	8,186,573	(3.62)	8,310,204
Total	$ 400,600,805	$ 419,717,521	$ 405,914,153	(3.29)	$ 401,428,787

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 87,847,884	$ 83,107,794	$ 80,949,413	(2.60)	$ 81,690,735
Services & Supplies	310,044,323	333,901,129	322,709,056	(3.35)	317,482,368
Other Charges	2,518,779	2,518,779	2,174,314	(13.68)	2,174,314
Capital Assets Equipment	208,449	208,449	100,000	(52.03)	100,000
Expenditure Transfer & Reimbursements	(18,630)	(18,630)	(18,630)	0.00	(18,630)
Total	$ 400,600,805	$ 419,717,521	$ 405,914,153	(3.29)	$ 401,428,787

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 346,687,039	$ 366,389,292	$ 355,778,509	(2.90)	$ 349,638,904
Charges For Current Services	26,446,814	31,177,517	31,756,911	1.86	33,411,150
Miscellaneous Revenues	5,917,181	5,080,591	4,880,591	(3.94)	4,880,591
Other Financing Sources	6,000,000	6,000,000	6,000,000	0.00	6,000,000
General Revenue Allocation	13,449,771	11,070,121	7,498,142	(32.27)	7,498,142
Total	$ 400,600,805	$ 419,717,521	$ 405,914,153	(3.29)	$ 401,428,787

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 healthier, safer and self-sufficient by delivering essential services.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Diverted entries from Polinsky Children's Center by placing 48% (286 of 598) of children entering the assessment center in family, relative or other foster care settings in less than 24 hours, above the target of 45%.
- Ensured 18% (116 of 644) of children who were adopted from the child welfare system were placed with their new family within 24 months from the date of the latest removal from the home to a finalized adoption, below target of 20%.
- Ensured 65.5% (91 of 139) of youth enrolled in an intensive, wraparound program were in a family-like setting, exceeding target of 50% due to increased collaboration between HHSA, County's Probation Department, community partners and the contracted provider. An intensive wraparound 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.
- Ensured 82% (155 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.

2010-12 Objectives

Strategic Initiative – Kids

- Divert entries from Polinsky Children's Center (PCC) by placing 48% (287 of 598) of children entering the assessment center in family, relative or other foster care settings in less than 24 hours, countywide.
- Ensure 20% (129 of 644) of all children discharged countywide from foster care to a finalized adoption are placed with adoptive parents in less than 24 months from the date of the latest removal from home.
- Ensure 60% (83 of 139) of the youth enrolled in the intensive, wraparound program will be in a family-like setting, countywide.
- Ensure 82% (155 of 190) of foster youth in the 12th grade achieve high school completion (diploma, certificate or equivalent), including San Pasqual and other residential settings, countywide.

Related Links

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

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Polinsky Children's Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours	43%[1] of 829	45% of 600	48% of 598	48% of 598	48% of 600
Children who were adopted are placed with their new family within 24 months of entering child welfare services	16% of 607	20% of 607	18% of 644	20% of 644	20% of 644
Youth in intensive, wraparound program in a family-like setting[2]	45% of 120	50% of 120	65.5%[3] of 139	60% of 139	60% of 139
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)	87% of 192	82% of 190	82% of 190	82% of 190	82% of 190

Table Notes

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

[2] An intensive wraparound 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.

[3] This measure exceeded the target of 50% by 15% due to increased collaboration between HHSA, County Probation, community partners and the contracted provider.

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

Staffing

Net decrease of 64.00 staff years.

- Decrease of 65.00 staff years throughout Child Welfare Services due to State reductions and the decline in the economy. This will result in longer wait times for child abuse hotline calls, increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines. To minimize impacts CWS will restructure services at Polinsky Children's Center and continue redesign efforts.
- Transfer in 1.00 staff year to Foster Care from Strategic Planning and Operational Support to support client services.

Expenditures

Net decrease of $1.7 million.

- Salaries and Benefits — decrease of $3.0 million due to the reduction of 64.00 staff years, partially offset by negotiated wage and benefit increases.
- Services and Supplies — net decrease of $0.2 million.
  - Increase of $0.4 million for rents and leases.
  - Increase of $0.1 million for interpreter services.
  - Decrease of $0.7 million as result of Polinsky Children's Center reengineering efforts.
- Other Charges — net increase of $1.5 million.
  - Increase of $4.0 million in Aid for Adoptive Children payments due to caseload growth.
  - Decrease of $2.5 million in foster care provider payments due to projected decrease in number of cases.

Revenues

Net decrease of $1.7 million.

- Intergovernmental Revenues — net decrease of $7.3 million.
  - Increase of $6.7 million in American Recovery and Reinvestment Act of 2009 (ARRA) funds for federally eligible cases in foster care and adoption.
  - Increase of $0.5 million in State funding for CWS wraparound services.
  - Decrease of $8.1 million in foster care and adoptive children revenues to reflect projected case levels.
  - Decrease of $4.5 million in Realignment revenue due to the decline in the economy.
  - Decrease of $1.9 million in administrative revenues due to State reductions.
- Charges For Current Services — net increase of $1.4 million from the San Diego First Five Commission of which $1.6 million is for the KidSTART Center which provides comprehensive assessments and treatment for children ages birth through five years with complex developmental and mental health problems, offset by a reduction of $0.2 million in respite care services.
- Miscellaneous Revenues — decrease of $0.2 million due to completion of a two-year grant from Alliance Healthcare Foundation which funds family finding services to assist in reunifying foster youth with their extended family members and providing support services to ensure families are successfully reunified.
- Reserve/Designated Decreases — increase of $4.4 million to cover possible foster care costs associated with a pending State lawsuit and redesign efforts.

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

Net increase of $0.7 million is the result of an increase of $1.4 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a decrease of $0.7 million in Services and Supplies due to the elimination of one-time projects from prior year.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Child Welfare Services	525.00	534.50	496.50	(7.11)	496.50
Foster Care	114.00	111.00	97.00	(12.61)	97.00
Adoptions	168.00	163.00	151.00	(7.36)	151.00
Total	807.00	808.50	744.50	(7.92)	744.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Child Welfare Services	$ 72,146,375	$ 73,322,713	$ 71,444,496	(2.56)	$ 71,682,230
Foster Care	175,884,232	175,725,743	176,493,916	0.44	176,637,636
Adoptions	16,325,712	15,993,425	15,382,591	(3.82)	15,693,103
Total	$ 264,356,319	$ 265,041,881	$ 263,321,003	(0.65)	$ 264,012,969

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 65,208,935	$ 65,564,382	$ 62,493,011	(4.68)	$ 63,864,977
Services & Supplies	31,045,210	31,375,325	31,178,560	(0.63)	30,498,560
Other Charges	168,102,174	168,102,174	169,649,432	0.92	169,649,432
Total	$ 264,356,319	$ 265,041,881	$ 263,321,003	(0.65)	$ 264,012,969

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 687,506	$ 687,506	$ 681,211	(0.92)	$ 681,211
Intergovernmental Revenues	252,883,379	249,943,839	242,636,436	(2.92)	239,054,909
Charges For Current Services	284,270	3,809,372	5,173,372	35.81	4,493,372
Miscellaneous Revenues	811,962	1,061,962	859,072	(19.11)	859,072
Reserve/Designation Decreases	—	—	4,431,710	—	9,385,203
General Revenue Allocation	9,539,202	9,539,202	9,539,202	0.00	9,539,202
Total	$ 264,356,319	$ 265,041,881	$ 263,321,003	(0.65)	$ 264,012,969

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 all 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 administered by PHS.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 80% (2,622 of 3,278) of children in out-of-home placement received preventive health examinations in accordance with the Child Health and Disability Prevention (CHDP) State guidelines, above target of 77%.
- Received 31% (9,972 of 31,660) of CCS referrals electronically via eQuest, reducing the processing time, above the target of 24%, due to outreach efforts by staff to the medical community, including Rady Children's Hospital and Health Center and other hospital programs.

Strategic Initiative – Safe and Livable Communities

- Initiated investigation on 100% (64) of all reported cases of selected communicable disease within 24 hours, above target of 99%.
- Ensured 95% of tuberculosis cases (238 of 250) were reported to Public Health Services within one working day from start of treatment, meeting target.

- Enrolled 95% (1,496 of 1,575) of new case management clients with an HIV primary care provider within 90 days of enrollment into case management, above target of 90%.
- Conducted seven drills or exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards, meeting target.

2010-12 Objectives

Strategic Initiative – Kids

- Ensure 80% (2,640 of 3,300) of children in out-of-home placement receive preventive health examinations in accordance with the CHDP State guidelines.
- Receive a minimum of 50% (17,500 of 35,000) of CCS referrals electronically via eQuest in order to expedite referral to CCS and improve the accuracy of provider referrals.

Strategic Initiative – Safe and Livable Communities

- Initiate 99% (79 of 80) of investigations within 24 hours of receipt for all reported cases of selected communicable disease.
- Ensure that 95% of tuberculosis cases (285 of 300) are reported to Public Health Services within one working day from start of treatment.
- Enroll 95% (1,425 of 1,500) of new case management clients with an HIV primary care provider within 90 days of enrollment into case management.

- Activate the public health emergency response system a minimum of five times during the fiscal year via drills, exercises and actual responses to public health threats to ensure the County's level of preparedness to respond to public health hazards.

Related Links

For information about: Childhood Obesity Action Plan, go to http://www.ourcommunityourkids.org/.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Children in out-of-home placement who receive preventive health examinations in accordance with CHDP guidelines	86% of 3,725	77% of 4,500	80% of 3,278	80% of 3,300	80% of 3,300
Number of eQuest referrals to CCS[1]	14% of 50,000	24% of 50,000	31% of 31,660	50% of 35,000	60% of 35,000
Selected communicable diseases cases contacted/investigations initiated within 24 hours[2]	100% of 40	99% of 80	100% of 64	99% of 80	99% of 80
TB cases reported to PHS within one working day from start of treatment[2]	95% of 251	95% of 300	95% of 250	95% of 300	95% of 330
New clients enrolled with an HIV primary care provider within 90 days[2]	N/A	90% of 1,000	95% of 1,575	95% of 1,500	95% of 1,500
Activation of public health emergency response system for drills, exercises and actual responses[3]	N/A	N/A	N/A	5	5
Public Health related drills or exercises conducted with HHSA staff and community partners[3]	11[4]	7	7	N/A	N/A

Table Notes

[1] The total number of referrals to CCS is based on an average and will vary from year to year since the number of children needing referrals for services cannot be predicted. The goal of the measure is to increase the use of eQuest as the preferred mode of referral. eQuest is a Web-based referral and case management system to improve health outcomes for eligible children with severe physical limitations and chronic health conditions. The performance measure for Fiscal Year 2009-10, "Increase in number of eQuest referrals," has been revised to better reflect the intent of the objective. The revised language effective Fiscal Year 2010-11 now reads "Number of eQuest referrals to CCS."

[2] 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 and cannot be predicted.

[3] Effective Fiscal Year 2010-11, the measure about activation of public health emergency response system replaces the measure about public health related drills or exercises to better reflect clarity of purpose. All activations are followed up with lessons learned and corrective actions which are incorporated to further enhance the quality of the next activation.

[4] In Fiscal Year 2008-09, the target of five drills or exercises was exceeded due to unanticipated requests from community partners for participation in their respective exercises.

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

Staffing

Net decrease of 13.75 staff years.

- Public Health Services (PHS) reduced 13.75 staff years to mitigate loss of revenue from the decline in the economy and loss of State funding.
  - Transfer in 5.00 staff years from Regional Operations to provide support and services associated with the Communities Putting Prevention to Work (CPPW) Initiative.
  - Transfer out 2.00 staff years to Regional Operations associated with the transfer of Vaccines are Important for Preschoolers program to Central Region.
  - Decrease of 16.75 staff years to mitigate loss of revenue due to State cuts and the decline in the economy. To minimize impacts priorities will be shifted to focus on essential and mandated public health services.

Expenditures

Net increase of $4.5 million.

- Salaries and Benefits — net increase of $0.2 million as a result of negotiated wage and benefit increases, partially offset by the reduction of 13.75 staff years.
- Services and Supplies — net increase of $4.0 million.
  - Increase of $5.7 million in contracts related to the CPPW Initiative.
  - Increase of $1.1 million in Public Health Emergency Response contracts.
  - Decrease of $1.7 million in HIV Education, Prevention and Early Intervention Services due to a State cut in funding resulting in a reduction of counseling, individual and group interventions, and the elimination of prevention case management to high-risk populations for an estimated 2,950 clients.
  - Decrease of $0.6 million primarily due to a reduction in consulting and data collection services supporting Emergency Medical Services.
  - Decrease of $0.2 million in one-time contracted services associated with pandemic flu outreach and education efforts.
  - Decrease of $0.2 million in various service and supplies to align to historical actuals.
  - Decrease on $0.1 million related to the Public Health Laboratory information system upgrade.
- Other Charges — increase of $0.1 million due to temporary housing costs for TB clients.
- Capital Assets Equipment — increase of $0.2 million to align budget with planned purchases.

Revenues

Net increase of $4.5 million.

- Taxes Current Property — increase of $0.2 million in County Service Areas (CSA) 17 and 69 due to additional units identified in the CSAs and the expansion in area covered by CSA 17.
- Revenue from Use of Money & Property — decrease of $0.1 million in interest revenue in CSA 69.
- Intergovernmental Revenues — net increase of $4.3 million.
  - Increase of $7.5 million for the CDC ARRA grant.
  - Increase of $0.7 million in Public Health Emergency Preparedness revenue.
  - Increase of $0.5 million in Medi-Cal Administrative Activities funding.
  - Decrease of $1.9 million in Realignment revenue due to the decline in the economy.
  - Decrease of $1.1 million in HIV funding due to State cuts.
  - Decrease of $0.8 million in Tobacco revenue due to the completion of one-time projects in the prior year.
  - Decrease of $0.6 million due to State cuts in various programs.
- Charges for Current Services — increase of $0.5 million due to additional revenue for Institutional Care Transportation (CSA 69), and additional grant revenue in PHS Bioterrorism.
- Use of Fund Balance — decrease of $0.4 million in use of CSA 69 reserves. Budget of $0.05 million is for partial funding for the Chronic Disease Program's contract with Community Health Improvement Partners.

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

Net decrease of $0.1 million is the result of a decrease of $1.1 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $1.0 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Administration and Other Services	30.50	26.00	26.00	0.00	26.00
Bioterrorism / EMS	57.00	49.00	50.00	2.04	50.00
Infectious Disease Control	122.25	111.25	108.25	(2.70)	108.25
Surveillance	94.00	93.00	84.00	(9.68)	84.00
Prevention Services	70.50	67.50	70.50	4.44	70.50
California Childrens Services	—	146.75	141.00	(3.92)	141.00
Total	374.25	493.50	479.75	(2.79)	479.75

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Administration and Other Services	$ 5,494,386	$ 4,803,066	$ 4,866,019	1.31	$ 4,920,808
Bioterrorism / EMS	14,766,687	13,487,433	12,964,360	(3.88)	13,043,207
Infectious Disease Control	27,634,501	26,944,438	25,781,115	(4.32)	25,805,875
Surveillance	12,012,178	11,880,131	10,948,097	(7.85)	11,039,650
Prevention Services	15,222,527	12,454,611	19,898,960	59.77	19,266,195
California Childrens Services	—	19,837,969	19,529,877	(1.55)	19,793,451
Ambulance CSA's - Health & Human Services	7,863,489	8,230,092	8,204,667	(0.31)	8,204,667
Total	$ 82,993,768	$ 97,637,740	$ 102,193,095	4.67	$ 102,073,853

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 36,309,165	$ 48,182,787	$ 48,417,319	0.49	$ 49,385,985
Services & Supplies	46,210,903	45,117,253	49,163,076	8.97	48,075,168
Other Charges	400,000	4,500,000	4,575,000	1.67	4,575,000
Capital Assets Equipment	269,000	33,000	233,000	606.06	233,000
Expenditure Transfer & Reimbursements	(195,300)	(195,300)	(195,300)	0.00	(195,300)
Total	$ 82,993,768	$ 97,637,740	$ 102,193,095	4.67	$ 102,073,853

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 1,644,225	$ 1,653,670	$ 1,865,357	12.80	$ 1,865,357
Taxes Other Than Current Secured	43,004	43,004	43,949	2.20	43,949
Licenses Permits & Franchises	182,557	174,557	177,957	1.95	177,957
Fines, Forfeitures & Penalties	2,267,388	2,257,388	2,273,805	0.73	2,273,805
Revenue From Use of Money & Property	148,100	156,150	81,000	(48.13)	81,000
Intergovernmental Revenues	70,001,726	81,581,984	85,855,113	5.24	84,975,989
Charges For Current Services	5,955,012	6,007,416	6,495,469	8.12	6,481,738
Miscellaneous Revenues	765,278	739,453	764,507	3.39	734,507
Other Financing Sources	500,000	500,000	500,000	0.00	500,000
Reserve/Designation Decreases	29,478	—	—	0.00	824,030
Use of Fund Balance	1,107,000	438,180	50,000	(88.59)	29,583
General Revenue Allocation	350,000	4,085,938	4,085,938	0.00	4,085,938
Total	$ 82,993,768	$ 97,637,740	$ 102,193,095	4.67	$ 102,073,853

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. Public Administrator/Public Guardian manages an average of $40 million of estate assets annually.

Mission Statement

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

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Accurately mapped 100% (200) of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services, above target of 95%.

Required Discipline – Customer Satisfaction

- Increased subscribers registered for Web subscription service for PA/PG auctions by 74% (from 1,767 to 3,070) in order to increase auction proceeds which benefit the conservatee or estate associated with the auctioned items, exceeding target of 10% increase. The large increase in subscribers is attributed to ease of online registration.
- Submitted Inventory and Appraisal (I & A) reports to the Probate Court in a timely manner.
  - 100% (10) of the PG Program estate cases within 90 days of newly appointed conservatees, above target of 95%.

  - 100% (20) of the PA Program cases to the Probate Court within 120 days of newly appointed cases, exceeding the target of 85%. A formal probate case is an estate valued over $100,000 and under court supervision.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Certified 100% (20) of deputy PA/PG staff and supervisors in accordance with the mandated California State PA/PG certification program, above target of 95%.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain 98% (205 of 210) accuracy in mapping of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services.
- Begin 95% (estimated 128 of 135) of conservatorship investigations within two business days of receiving a referral for conservatorship, as mandated by the Ominibus Conservatorship and Guardianship Reform Act.

Required Discipline – Customer Satisfaction

- Maintain timely submission of Inventory and Appraisal Reports to the Probate Court.
  - 95% (19 of 20) on all estate cases in the PG Program within 90 days of appointment.
  - 90% (18 of 20) on all formal probate cases in the PA Program within 120 days of appointment. A formal probate case is an estate valued over $100,000 and under court supervision.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensure at least 95% (18 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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Client and real property accurately mapped	100% of 211	95% of 210	100% of 200	98% of 210	98% of 210
Estate cases -- PG submits I&A reports to Probate Court within 90 days	100%[1] of 18	95% of 25	100% of 10[2]	95% of 20	95% of 10
Formal probate cases -- PA submits I&A reports to Probate Court within 120 days	53%[3] of 19	85% of 20	100% of 20[4]	90% of 20	90% of 20
Deputy PA/PGs certified by California State PA/PG Association	100% of 19	95% of 19	100% of 20	95% of 19	95% of 19
Conservatorship investigations begun within 2 business days of referral[5]	N/A	N/A	N/A	95% of 135	95% of 135
Increase in subscribers registered for Web subscription service for PA/PG auctions	1,846	10%[6] (from 1,846 to 2,031)	74%[6, 7] (from 1,767 to 3,070)	N/A[8]	N/A

Table Notes

[1] In Fiscal Year 2008-09, this measure exceeded its target of 85% due to the unexpected lower number of estate cases received for submission to the Probate Court.

[2] In Fiscal Year 2009-10, the number of projected cases was lower than projected due to the unexpected lower number of estate cases received for submission to the Probate Court. The Public Guardian has approximately 160 conservatees at any given time and investigates approximately 135 cases annually.

[3] 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.

[4] In Fiscal Year 2009-10, this measure is projected to exceed its target of 85% as the program is now fully staffed. The Public Administrator handles approximately 1,100 investigations, 325 indigent cases and 125 estate cases.

[5] Effective Fiscal Year 2010-11, this measure has been included to better reflect strategic priorities.

[6] The baseline of 1,846 was based on an estimated number of registered permanent bidders at the end of Fiscal Year 2009-10. The correct baseline is 1,767.

[7] This measure exceeded its target of 10%, which is attributed to the ease of online registration for notification of PA/PG auctions.

[8] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan, as it has greatly exceeded its target, but will continue to be monitored internally.

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.04 million is due to an increase in Salaries and Benefits, primarily for negotiated wage and benefit increases, partially offset by a minor decrease in Services and Supplies.

Revenues

Net increase of $0.04 million is a result of $0.14 million increase in Licenses, Permits and Franchise Fees and Charges for Current Services due to an increase in estate fees, partially offset by a decrease of $0.1 million in Revenue from Use of Money & Property due to lower projected interest earnings.

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

Net increase of $0.03 million is the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a decrease in services and supplies.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Administrator/Guardian	36.00	34.00	34.00	0.00	34.00
Total	36.00	34.00	34.00	0.00	34.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Administrator/Guardian	$ 4,402,137	$ 4,430,992	$ 4,472,416	0.93	$ 4,500,728
Total	$ 4,402,137	$ 4,430,992	$ 4,472,416	0.93	$ 4,500,728

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 3,408,210	$ 3,378,362	$ 3,427,029	1.44	$ 3,493,098
Services & Supplies	793,927	802,630	795,387	(0.90)	757,630
Other Charges	200,000	250,000	250,000	0.00	250,000
Total	$ 4,402,137	$ 4,430,992	$ 4,472,416	0.93	$ 4,500,728

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 10,000	$ 10,000	$ 46,000	360.00	$ 46,000
Revenue From Use of Money & Property	195,336	260,000	160,000	(38.46)	160,000
Intergovernmental Revenues	68,985	68,985	60,000	(13.02)	60,000
Charges For Current Services	1,368,100	1,368,100	1,474,751	7.80	1,503,063
Miscellaneous Revenues	22,242	22,242	30,000	34.88	30,000
General Revenue Allocation	2,737,474	2,701,665	2,701,665	0.00	2,701,665
Total	$ 4,402,137	$ 4,430,992	$ 4,472,416	0.93	$ 4,500,728

Administrative Support

Department Description

The Health and Human Services Agency's (HHSA) 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 HHSA 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. HHSA's support divisions include Financial and Support Services, Human Resources, Management Support, Agency Contract Support and Agency Executive Office. The Compliance Office and Office of Legislative Affairs are included within the Agency Executive Office.

Mission Statement

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

2009-10 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Increased by 5% (from 98 to 103) the number of contractor fiscal reviews conducted to ensure fiscal resources are expended properly and in accordance with regulations.
- Decreased the number of returned/denied Medicare claims by 69% (from 36% [676 of 1,873] to 11% [158 of 1,417]), maximizing receipt of external revenues. Exceeded the target of 10% decrease due to focused activities by staff.

Required Discipline – Regional Leadership

- Received over 1,000 positive media hits regarding the Agency's educational and accomplishment stories such as the H1N1 educational campaign.
- Developed and launched a media campaign for the Prevention and Early Intervention program of the Mental Health Services Act.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implemented two student recruitment programs to promote the County as employer of choice to local educational communities, meeting target.

- Expanded training development capacity via the County's Learning Management System (LMS) from two to three Agency divisions to better support development of knowledge workers, meeting target.
- Implemented job specific compliance training for three Agency divisions (an increase of two) via LMS to ensure their knowledge of regulations remains current and relevant.

Required Discipline – Information Technology

- Trained and supported 14 representatives from all (20) HHSA regions and divisions to create, maintain and update content on their Internet pages using a new Web publishing tool.
- Increased use of Web-based referral systems from 18% to 25% (from 27,414 to 37,049) of the estimated 148,195 external referrals received annually.
- Reduced records storage space by 15% (from 28,109 to 23,893 boxes) to increase efficiency by improving records management, above target of 10% reduction.

2010-12 Objectives

Required Discipline – Fiscal Stability

- Complete 20 comprehensive financial focused compliance reviews of HHSA contractor organizations to support accountability of public funds by the Agency's contractors.
- Decrease the number of returned/denied Medicare claims by an additional 10% over Fiscal Year 2009-10 11% error rate to maximize receipt of external revenues.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Expand training development capacity via the LMS from three to four Agency divisions to better support development of knowledge workers.
- Implement job specific compliance training from three to four Agency divisions via LMS to ensure their knowledge of regulations remains current and relevant.

Required Discipline – Information Technology

- Increase use of Web-based referral systems from 25% to 30% (from 37,049 to 44,459) of the estimated 148,195 external referrals received annually.
- Reduce records storage space by 20% (from 23,893 to 19,114 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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Completed comprehensive fiscal-compliance reviews[3, 4]	N/A	N/A	20	20	20
Decrease in returned/denied Medicare claims [5]	N/A	10%	69% (from 36% [676 of 1,873] to 11% [158 of 1,417])	10% over Fiscal Year 2009-10	10% over Fiscal Year 2010-11
LMS training capacity among Agency regions and divisions	2	3	3	4	5
Job specific compliance training, via LMS, among Agency regions and division	1	3	3	4	5
Increase average use of Web-based referral systems	18% of 148,195	25% of 148,195	25% of 148,195	30% of 148,195	35% of 148,195
Reduction in records storage space	9% (from 30,996 to 28,109 boxes)	10% (from 28,109 to 25,298 boxes)	15% (from 28,109 to 23,893 boxes)	20%[7] (from 23,893 to 19,114 boxes)	20%[7] (from 19,114 to 15,291 boxes)
Increase in contractor fiscal reviews conducted [3, 8]	5% (from 93 to 98)	5% (from 98 to 103)	5% (from 98 to 103)	N/A	N/A
Regions' and Divisions' Internet pages reviewed for current and accurate content[8]	100% of 20	100% of 20	100% of 20	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] Effective Fiscal Year 2010-11, this measure about "in-depth fiscal compliance review" replaces the measure about "contractor fiscal reviews" to better reflect strategic priorities.

[4] A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities, and processes. A review can range from one month to nine months to complete.

[5] The number of Medicare claims is not known at the beginning of a fiscal year since it is based on events yet to happen.

[6] 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.

[7] The target for this measure is aligned to required record retention periods.

[8] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan.

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

Staffing

Net decrease of 17.00 staff years

- Administrative Support reduced 17.00 staff years to mitigate loss of revenue from the decline in the economy and loss of State funding, and as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.
  - Transfer in 1.00 staff year from Regional Operations to cover legislative analysis for HHSA. The reduction in Regional Operations was an administrative position in Community Action Partnership.
  - Transfer out 7.00 staff years to the ACCESS Center in Strategic Planning and Operational Support to support client services associated with increased caseloads.
  - Decrease of 7.00 staff years to mitigate loss of revenue.
  - Decrease of 4.00 staff years in the HHSA Office of Media and Public Affairs as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

Expenditures

Net increase of $2.7 million.

- Salaries and Benefits — decrease of $0.6 million due to the reduction of 17.00 staff years, partially offset by negotiated wage and benefit increases.
- Services and Supplies — increase of $3.4 million.
  - Increase of $2.5 million for one-time costs associated with peripheral relocations related to the County Operations Center (COC) capital project.
  - Increase of $1.0 million for one-time Innovation projects, business process reengineering (BPR), information technology and imaging projects.
  - Increase of $0.8 million for information technology costs to support Agency operations.
  - Increase of $0.7 million for Public Liability insurance.
  - Increase of $0.4 million for media and public relation support from the new County Communications Office (this increase is offset by savings in reduced staff years).
  - Decrease of $1.0 million for major maintenance projects to align with available funding.
  - Decrease of $0.7 million in printing costs achieved through electronic imaging and other efficiencies.
  - Decrease of $0.3 million in various services and supplies to align budget with historical actuals.
- Capital Assets Equipment — decrease of $0.1 million as there are no capital assets equipment purchases planned for Fiscal Year 2010-11.

Revenues

Net increase of $2.7 million.

- Intergovernmental Revenues — increase of $0.5 million in Realignment revenue to cover costs.
- Charges for Current Services — increase of $0.2 million for support services for the First Five Commission.
- Miscellaneous Revenues — decrease of $0.4 million to align budget with historical actuals.
- Use of Fund Balance — increase of $2.5 million associated with the relocations related to the COC capital project. Remaining budget of $33.0 million to fund management reserves, major maintenance projects, and business process reengineering, imaging and IT projects.

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

Net decrease of $16.5 million is the result of a reduction of $17.5 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $1.0 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Agency Executive Office	29.00	26.00	22.00	(15.38)	22.00
Agency Contract Support	20.00	18.00	18.00	0.00	18.00
Financial Services Division	186.00	167.00	157.00	(5.99)	157.00
Human Resources	69.50	81.00	78.00	(3.70)	78.00
Management Support	10.00	9.00	9.00	0.00	9.00
Proposition 10	19.00	19.00	19.00	0.00	19.00
Total	333.50	320.00	303.00	(5.31)	303.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Agency Executive Office	$ 39,995,630	$ 41,508,928	$ 44,772,260	7.86	$ 27,337,447
Agency Contract Support	3,734,401	3,533,318	3,527,599	(0.16)	3,559,317
Financial Services Division	36,974,374	26,629,367	25,209,086	(5.33)	25,929,730
Human Resources	6,930,985	8,325,752	8,279,818	(0.55)	8,420,898
Management Support	8,928,597	8,850,362	9,648,131	9.01	9,665,765
Proposition 10	2,042,562	1,941,633	2,088,435	7.56	2,131,644
Total	$ 98,606,549	$ 90,789,360	$ 93,525,329	3.01	$ 77,044,801

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 28,478,067	$ 28,159,822	$ 27,580,365	(2.06)	$ 28,599,837
Services & Supplies	53,028,482	42,529,538	45,944,964	8.03	28,444,964
Capital Assets Equipment	2,100,000	100,000	—	(100.00)	—
Management Reserves	15,000,000	20,000,000	20,000,000	0.00	20,000,000
Total	$ 98,606,549	$ 90,789,360	$ 93,525,329	3.01	$ 77,044,801

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 56,320,422	$ 55,067,282	$ 55,574,135	0.92	$ 51,072,407
Charges For Current Services	2,372,440	2,268,391	2,425,194	6.91	2,425,194
Miscellaneous Revenues	453,687	453,687	26,000	(94.27)	26,000
Use of Fund Balance	39,460,000	33,000,000	35,500,000	7.58	22,500,000
General Revenue Allocation	—	—	—	0.00	1,021,200
Total	$ 98,606,549	$ 90,789,360	$ 93,525,329	3.01	$ 77,044,801

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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 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, 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

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.

2009-10 Anticipated Accomplishments

- Continued Business Process Reengineering efforts to create efficiencies and streamline processes.
- Promoted sustainability of the region's natural resources.
  - Continued to lead in the area of sustainability by retrofitting eight County park facilities with lighting designed to cut energy use by up to 35%, and by improving exiting irrigation systems, designed to cut water use by 5%, at 14 parks.
  - Maintained at least 50% solid waste diversion from landfills, worked with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to recycle construction and demolition materials. Recycled 80,000 gallons of used oil and 12,000 used oil filters.
  - Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
  - Conducted five outreach sessions for 172 attendees for businesses that handle hazardous waste and universal waste or underground storage tanks. Effectiveness was measured 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 was attained based on 70% of the audience improving their scores on the post-test.
  - Small scale research on restoring natural habitats after wildfires in San Diego that began in 2006 has led to simple, low-cost techniques that have proven to eliminate invasive plants and encourage the growth of native vegetation. These results are being scaled up to several acre sites to serve as demonstrations for land managers and environmental consultants on how to restore native vegetation into dominance. Cooperators include the County Parks and Recreation Department and the California Department of Fish and Game.
- Protected residents from wildfire and other natural disasters.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and

much needed resources to rural communities - new fire engines and water tenders and protective suits for the County's volunteer firefighters.
  - Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in 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.
- Ensured fiscal stability.
  - Balanced housing market fluctuations with fiscal and customer service stability.
  - Completed the first American Recovery and Reinvestment Act of 2009 construction project in San Diego County: the $2.1 million Gillespie Field Taxiway reconstruction project.
- Ensured fairness and equity in the marketplace.
  - Inspected all 40 Certified Farmers' Markets twice a year to verify all certifiable agricultural products were California grown and ensure fair competition in the marketplace.
  - Ensured consumer's confidence that "they get what they pay for" by increasing inspections from 70% to 80% on registered computer scales (3,886 to 4,441), and registered water dispensers (921 to 1,053) and inspected 70% (511) of the 730 registered counter scales.
- Enhanced safety for motorists and pedestrians.
  - Awarded construction contracts for 21 (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
  - Identified five signalized intersections to upgrade to a video-based vehicle detection system. Sought and obtained Traffic Light Synchronization Program and Highway Safety Improvement Program grant funding through application to Caltrans Federal Highway Administration Program.
- Utilized information technology to increase efficiency and streamline processes.
  - Provided a real-time Web-based tool enabling applicants to track the status of Air Pollution Control District permit applications throughout the processing cycle.
  - Developed multiple social media pages such as Facebook and Twitter to reach a wider range of county residents with information about Land Use and Environment Group's services and events.
  - Implemented the "one-stop-shop" building permit process including a permit center express service. This new internal routing system reduced the customer's need to hand carry applications through the permitting process, and replaced it with an internal routing system.
  - Initiated Accela implementation by fall 2009 in the Departments of Planning and Land Use, Public Works, Environmental Health and created 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.

2010-12 Objectives

Continue Business Process Reengineering efforts to create efficiencies and streamline processes.

- Implement a Government Without Walls program to maximize the use of mobile technology by headquartering inspectors within their assigned work areas. Government Without Walls is an initiative to reduce costs by mobilizing the workforce in nontraditional settings. Efficiencies to be realized include:
  - Reduce monthly vehicle mileage to save on fuel and maintenance costs.
  - Increase the number of inspections performed as less time is spent in the office and commuting to and from work areas.
  - Reduce the need for office space, phone lines, and desktop computers.

Promote sustainability of the region's natural resources.

- Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
- Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.

- Protect a sustainable watershed.
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- 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.
  - Update the Department's Biological Guidelines for Determining Significance to identify strategy for Burrowing Owl mitigation and determine which portions of the county would be eligible for replacement habitat by summer 2010.
  - Complete the 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 June 2011.
  - Complete the draft of the SAMP by winter 2010.

Protect residents from wildfire and other natural disasters.

- Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
- 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 collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - 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.

Utilize information technology to increase efficiency and streamline processes.

- Continue implementation of the Accela Program throughout multiple departments in order to empower residents by increasing accessibility and transparency that enables departments to deliver high-value services in a timely manner.
- Increase the number of public forms provided on department Web sites to improve customer service and reduce printing and mailing costs.
- Expand the use of social media tools to engage and inform residents about services and events.

Protect Public Health.

- Protect public health and help prevent vector-borne disease.
  - Continue trapping rats at Port-of-Entry sites where freight is received by boat, airplane 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 40 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.

Ensure fiscal stability.

- Balance housing market fluctuations with fiscal and customer service stability.
- Implement projects using awarded American Recovery and Reinvestment Act of 2009 Funds.
- Reorganize Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to County ratepayers, enhance abilities to respond to emergent operational and capital needs, and simplify administration of County sanitation services.

Ensure fairness and equity in the marketplace.

- Continue to ensure consumer's confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.
  - Inspect 500 (72%) of our 695 gas stations for compliance with petroleum signage and labeling laws.
  - Develop and conduct two outreach presentations to local merchants and retailers about price accuracy compliance.

Enhance safety for motorists and pedestrians.

- Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provided 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 helps keep kids safe from motoring traffic around their schools and helps give kids safe routes to get to school.

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/index.html.

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

Staffing

A net decrease of 0.00 staff years which includes the reduction of 1.00 staff year as a result of a decrease in general purpose revenue and the transfer of 1.00 staff year from the Air Pollution Control District to reflect the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

Expenditures

Net decrease of $4.7 million.

- Salaries and Benefits — net decrease of $0.07 as a result of the deletion and transfer of one position as mentioned above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $4.6 million in the reduction of one-time costs from Fiscal Year 2009-10 primarily due to the commencement of the implementation of the Business Case Management System (BCMS) Phase III.

Revenues

Net decrease of $4.7 million.

- Charges for Current Services — increase of $0.3 million to align the budget with anticipated actual revenues.
- Use of Fund Balance — decrease of $4.9 million due to the reduction of one-time costs from Fiscal Year 2009-10 primarily for the BCMS Phase III as mentioned above. Fund Balance of $0.6 million will be used to support one-time funding for various initiatives, e.g., consultant services for Business Process Reengineering and for assistance in completing disaster claims with the State and federal governments.
- General Revenue Allocation — net decrease of $0.03 million which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $0.6 million primarily due to anticipated completion of one-time expenditures relating to Business Process Reengineering and completion of disaster claims with the State and federal governments.

Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Land Use and Environment Executive Group	14.00	10.00	10.00	0.00	10.00
San Diego Geographic Information Source (SanGIS)	5.00	6.00	—	(100.00)	—
Agriculture, Weights and Measures	171.00	155.00	150.00	(3.23)	150.00
Air Pollution Control District	147.00	147.00	146.00	(0.68)	146.00
Environmental Health	291.00	283.00	285.00	0.71	286.00
Farm and Home Advisor	9.00	7.00	5.00	(28.57)	5.00
Parks and Recreation	194.00	186.00	175.00	(5.91)	175.00
Planning and Land Use	233.00	205.00	196.00	(4.39)	196.00
Public Works	579.00	563.00	534.00	(5.15)	534.00
Total	1,643.00	1,562.00	1,501.00	(3.91)	1,502.00

Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Land Use and Environment Executive Group	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312
San Diego Geographic Information Source (SanGIS)	1,071,904	1,140,265	—	(100.00)	—
Agriculture, Weights and Measures	18,667,101	17,107,920	19,213,512	12.31	18,437,712
Air Pollution Control District	30,715,597	36,766,169	41,220,708	12.12	33,786,829
Environmental Health	38,265,174	41,094,195	48,504,300	18.03	43,245,244
Farm and Home Advisor	921,853	884,262	953,058	7.78	868,058
Parks and Recreation	32,161,897	32,949,142	35,109,451	6.56	31,060,269
Planning and Land Use	48,578,206	62,590,129	59,622,735	(4.74)	40,576,241
Public Works	223,494,451	225,225,954	277,355,012	23.15	180,434,516
Total	$ 399,800,044	$ 427,218,029	$ 486,728,088	13.93	$ 352,588,181

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Land Use and Environment Executive Office	14.00	10.00	10.00	0.00	10.00
Total	14.00	10.00	10.00	0.00	10.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Land Use and Environment Executive Office	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312
Total	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 2,567,082	$ 2,047,951	$ 1,970,295	(3.79)	$ 1,996,237
Services & Supplies	2,172,085	7,412,042	2,779,017	(62.51)	2,183,075
Total	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312

Budget by Categories of Revenue

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ —	$ 200,000	$ 500,000	150.00	$ 500,000
Other Financing Sources	—	212,500	212,500	0.00	212,500
Use of Fund Balance	1,035,000	5,577,551	600,000	(89.24)	—
General Revenue Allocation	4,788,861	3,469,942	3,436,812	(0.95)	3,466,812
Total	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312

San Diego Geographic Information Source (SanGIS)

Department Description

Beginning Fiscal Year 2010-11, this San Diego Geographic Information Source (SanGIS) Operational Plan narrative section will be consolidated with the Department of the Planning and Land Use's (DPLU) narrative section. The functions reflected in the SanGIS Operational Plan are now better described as the Land Use and Environment Group (LUEG) GIS Support section of DPLU. Discussion of SanGIS' Fiscal Year 2009-10 Anticipated Accomplishments and Performance Measures are reflected here. Please refer to the Department of the Planning and Land Use section for SanGIS information for Fiscal Years 2010-12.

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Improved the Geographic Information System (GIS) for the Department of Parks and Recreation by creating a new Regional Active Use Parks data layer that provides additional information to data companies. This upgrade:
  - Enables a regional perspective on parks and open space that cross jurisdictional lines
  - Assists law enforcement agencies with enforcement of Megan's Law by mapping park land.

Strategic Initiative – The Environment

- Developed and standardized the SanBIOS data standard for collection of biological information for the Land Use and Environment Group. This simplifies the format for recording biological observations and creates a universally comparable format in which observations from different surveys and projects can be compared. This standard was created with input from United States Fish and Wildlife Service and California Department of Fish and Game as well as an industry advisor group.
- Began collaboration with the Department of Environmental Health (DEH) on the development of a Web-based GIS editing tool that allows 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

- Began working with County Fire Services to develop a prototype ArcGIS Server mapping application called "Community Fire Safety Survey". This application will 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. The data can then be rolled into a larger regional data set for emergency response and planning.
- Began collaboration with the Department of Environmental Health (DEH) on development of 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.
- Continued development of GIS data automatic exchange scripts for County departments so that information about zoning, permitting information and construction can be better communicated to the public through downloaded GIS data. The project is currently in test phase.

Required Discipline – Information Technology

- Worked 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 software to meet the business needs of individual departments in a collaboration-based system. This was 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 its futurist capabilities. ArcGIS Server software requires departments to work as a unit rather than collections of individuals. .

Required Discipline – Continuous Improvement

- Further developed staff training plans to ensure staff in SanGIS (4) and in the LUEG GIS Support (10) are up-to-date on critical technology of web mapping, Geodatabase editing and ArcGIS Server services.

Related Links

For additional information about SanGIS, refer to the Web site at http://www.sangis.org.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed *See Table Note	2011-12 Proposed *See Table Note
Maps received from Recorders Office entered in the SanGIS database within 30 days [1] (Target - 100%)	100% of 178	100% of 200	100% of 95	See Table Note 7	See Table Note 7
New "GIS layers" developed for use in Emergency Response [2] (Target – 5)	5	5	5	See Table Note 7	See Table Note 7
New GIS Layers developed or updated for use in Natural Resource Management [3] (Target – 2)	4	2	4	See Table Note 7	See Table Note 7
Layers added to the Enterprise Data Maintenance Environment [4] (Target - 5)	N/A	N/A	7	See Table Note 7	See Table Note 7
New parcels entered in the SanGIS landbase by end of fiscal year [5] (Target - 100%)	100% of 4,441	100% of 4,500	100% of 2,042	See Table Note 7	See Table Note 7
New road segments entered in the SanGIS landbase by the end of fiscal year[5] (Target - 100%)	100% of 303	100% of 300	100% of 329	See Table Note 7	See Table Note 7
Accuracy in automatic roads and address information samples for Quality Assurance/ Quality Control system[6]	100% of 1,000	100% of 1,000	100% of 1,000	See Table Note 7	See Table Note 7
Accuracy in automatic parcel information samples for Quality Assurance/Quality Control system[6]	100% of 1,000	100% of 1,000	100% of 1,000	See Table Note 7	See Table Note 7

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.

[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. Database is reaching mature state where additions are not being requested. As a result, it is anticipated that this measure will be removed in Fiscal Year 2011-12.

[3] "GIS layers" include regulatory layers for stormwater or vegetation or fire severity and brush management. Database is reaching mature state where additions are not being requested.

[4] This is a new measure as of Fiscal Year 2010-11 Proposed Budget. As the Enterprise data environment matures – the layers need to be easily maintained. The Enterprise GIS data maintenance system enables County staff to quickly update data and place it back into use by staff and applications. The layers in the data warehouse, which are maintained by County staff, need to be indoctrinated into this system so that the enterprise operational applications, e.g., Business Case Management System, can have current data represented in the system.

[5] 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.

[6] 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.

[7] Beginning Fiscal Year 2009-10 the SanGIS business unit was consolidated into one section in the Department of Planning and Land Use.

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

Staffing

Decrease of 6.00 staff years — a reduction of 1.00 staff year due to a reduction in General Purpose Revenue allocation and the transfer of 5.00 staff years as a result of the consolidation of SanGIS into the Department of Planning and Land Use.

Expenditures

Decrease of $1.1 million due to a reduction in General Purpose Revenue allocation and to the consolidation of SanGIS into the Department of Planning and Land Use.

Revenues

Decrease of $1.1 million due to a reduction in General Purpose Revenue allocation and to the consolidation of SanGIS into the Department of Planning and Land Use.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
San Diego Geographic Information Source (SanGIS)	5.00	6.00	—	(100.00)	—
Total	5.00	6.00	0.00	(100.00)	0.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
San Diego Geographic Information Source (SanGIS)	$ 1,071,904	$ 1,140,265	$ —	(100.00)	$ —
Total	$ 1,071,904	$ 1,140,265	$ 0	(100.00)	$ 0

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 525,674	$ 666,171	$ —	(100.00)	$ —
Services & Supplies	546,230	474,094	—	(100.00)	—
Total	$ 1,071,904	$ 1,140,265	$ 0	(100.00)	$ 0

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 525,674	$ 525,409	$ —	(100.00)	$ —
General Revenue Allocation	546,230	614,856	—	(100.00)	—
Total	$ 1,071,904	$ 1,140,265	$ 0	(100.00)	$ 0

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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 Weights & Measures program protects consumers by performing package inspections for net quantity and verifying the accuracy of commercial weighing, measuring, counting and scanning devices.

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – The Environment

- Protected the county's $1.5 billion agricultural industry and the environment from damaging exotic insects, diseases and noxious non-native weeds.
  - Inspected 100% (1,200) of reported incoming high-risk commercial plant shipments.
  - Implemented 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.
  - Enhanced the treatment of noxious non-native weeds by increasing treatment area by 10% (from 70 acres to 77 acres), meeting the goal.

Strategic Initiative – Safe and Livable Communities

- Improved 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, meeting the goal.
- Ensured fairness and equity in the marketplace.
  - Ensured consumer's confidence that "they get what they pay for", by increasing inspections on the 5,552 registered computing scales from 70% to 80% (3,886 to 4,441) and on the 1,317 registered water dispensers (921 to 1,053); and inspected 70% (511 of the 730) registered counter scales.
  - Inspected all 40 Certified Farmers' Markets twice a year to verify all certifiable agricultural products are California grown and ensure fair competition in the marketplace, meeting the goal.
- Prevented the entry of exotic dangerous plant and pest threats into San Diego County and the United States.
  - Performed ten 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, exceeding the target of six, due to increased collaboration with United States Customs and Border Protection.
  - Collaborated with the United Stated Department of Agriculture's Smuggling Interdiction and Trade Compliance in four investigative operations to uncover illegal pathways for importing plant material and produce, exceeding the goal of two.
- Decreased the turnaround time for the Hantavirus test results by 50% (from 2 weeks to 1 week) to protect public health.
- Completed 100% (450) of tests for West Nile Virus within one week.

Required Discipline – Regional Leadership

- The Agricultural Commissioner worked 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:
  - Served as President-Elect in the California Agricultural Commissioner and Sealers' Association.
  - Coordinated efforts with the California Citrus Research Board and San Diego County Farm Bureau to eradicate Asian Citrus Psyllid (ACP) – a new invasive insect that has the potential to transmit Huanglongbing (HLB), a disease that endangers California's citrus industry. Presentations were made to the California Citrus Research Board, at San Diego County Farm Bureau seminars, California Association of Pest Control Advisors, Senior Scholars lecture and an ACP/HLB identification training to 137 participants.

2010-12 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.
  - Reduce environmental risk by providing outreach to community and industry regarding California quarantine requirements.
  - Conduct seven Detector Dog Team outreach activities for schools, plant hobbyists and related industry groups to provide information and raise awareness about protection of regional agriculture.
  - Create an informational flyer to be inserted into all parcels inspected as a result of Detector Dog Team activities.
  - Implement the American Recovery and Reinvestment Act (ARRA) grant for the treatment and removal of invasive weeds at 36 sites which will provide additional seasonal employment for 1.5 staff.
  - Integrate a countywide preventative release program of sterile Mediterranean Fruit Flies with the current pest detection program while maintaining current trapping efficiencies.

Strategic Initiative – Safe and Livable Communities

- Develop a Pesticide Drift Protocol, to manage the risk of exposure of an unintentional drift of pesticides outside targeted areas, for inclusion in the San Diego County Emergency Response Area Plan, by June 2011, to comply with State requirements. This will help first responders meet the health and safety needs of county residents.
- Ensure fairness and equity in the marketplace.
  - Inspect 500 (72%) of our 695 gas stations for compliance with petroleum signage and labeling laws.
  - Enhance enforcement presence and supplement monitoring of gas station accuracy by conducting 50% of complaint investigations as undercover test purchases during weekends and evenings.
  - Develop and conduct two outreach presentations to local merchants and retailers about price accuracy compliance.
- Continue to ensure consumer's confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.

Required Discipline – Continuous Improvement

- By June 2011, develop and implement a plan to maximize staffing resources by cross utilizing inspectors between the Pesticide Regulation and Plant Health and Pest Prevention Programs in order to meet each program's seasonal needs without hiring temporary workers.
- Implement a Government Without Walls program by June 2011, to maximize the use of mobile technology by headquartering inspectors within their assigned work areas. Government Without Walls is an initiative to reduce costs by mobilizing the workforce in nontraditional settings. Efficiencies to be realized include:
  - Reduce monthly vehicle mileage to save on fuel and maintenance costs.
  - Increase the number of inspections performed as less time is spent in the office and commuting to and from work areas.
  - Reduce the need for office space, phone lines, desktop PCs and Local Area Network (LAN) lines.
- Develop and implement a plan by June 2011 to redistribute the annual device registration and payment processing workload to alleviate the need for hiring temporary staff. Devices are commercially-used weighing and measuring apparatus, which includes gas pumps, scales, water dispensers and utility sub-meters such as gas, water and electric.

- Develop and implement a plan by June 2011 to centralize the registration payment processing function to improve efficiency and accountability. Currently the payments are processed at the program level.

Required Discipline – Information Technology

- Improve efficiency by automating and streamlining the enforcement and administrative civil penalty process across four divisions/programs thus providing improved workflow, increasing accuracy and assuring timeliness.
- By June 2011, develop a plan for providing customers with the ability to manage their accounts, pay fees and print registrations from their home or business through the use of the Web-based application Accela Citizen Access.

Required Discipline – Essential Infrastructure

- Prepare for and transition to the remodeled Hazard Way Topaz buildings within the County Operations Center by June 2011. The relocation to this facility will enable the department to consolidate service functions.

Required Discipline – Regional Leadership

- The Agricultural Commissioner will take a leadership role in the California Agricultural Commissioner and Sealers' Association (CACASA) by striving to accomplish the following:
  - Serve in the following capacities of CACASA:
    - President
    - Board of Directors
    - Legislative Committee - Sunset Extension for Weights & Measures Device Registration and Structural Fumigation Fee
    - Nursery industry roundtable
  - Change the Minimum Statewide Qualifications for entrance to the Agricultural Inspector Exams to improve recruitment and technical skills
  - Serve as the CACASA representative at the federal level on bills and proposals for:
    - Early Pest Detection and Surveillance - Farm Bill 10201
    - Insect Detection Appropriation
    - Pest Exclusion Appropriation – Canine Inspection Teams
- Lead a coordinated effort to prevent destructive pests and plant diseases that affect agriculture commerce by working cooperatively with the local industry on:
  - Asian Citrus Psyllid/Huanglongbing - an insect vector and disease that kills citrus
  - Diaprepes Root Weevil – a beetle that attacks the roots and leaves of 270 plant species
  - Gold Spotted Oak Borer - a new invasive species to San Diego County which attacks native oak trees
  - Tomato Yellow Leaf Curl Virus – an insect-borne virus that attacks tomatoes and peppers
  - Mediterranean Fruit Fly – an invasive insect that attacks over 250 plant species including San Diego County crops of avocados, tomatoes, and citrus.

Related Links

For additional information about Agriculture, Weights and Measures, refer to the Web site at http://www.sdcounty.ca.gov/awm/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Necropsy submissions in which a preliminary diagnosis was determined within 48 hours of necropsy to enhance customer service and control the spread of disease[1]	95% of 596	95% of 600	100% of 55[1]	N/A[1]	N/A[1]
Conduct tests of vector host for West Nile Virus and obtain results within one week[2,3]	N/A	100% of 700	100% of 450[2]	N/A[3]	N/A[3]
Plant and insect samples diagnosed within two weeks of submission	100% of 63,065[4]	100% of 10,000	100% of 35,000[4]	100% of 20,000[4]	100% of 20,000
Protect San Diego agriculture by:					
— Plant shipments certified by Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter[5]	97% of 1,614[6]	98% of 1,200	99% of 1,350	99% of 1,300	99% of 1,300
— Reported incoming commercial plant shipments from high-risk states that are inspected	100% of 1,988[7]	100% of 1,200	100% of 1,200[7]	N/A	N/A
Pesticide illness investigations completed within State guidelines of 120 days	95% of 76	100% of 56	74% of 34[8]	100% of 56	100% of 56
Annual fumigation inspections	N/A	80% of 260	100% of 260	100% of 260	100% of 260
Number of initial annual inspections for following retail devices:					
— Fuel meters inspected	100% of 19,835	100% of 19,835	100% of 19,835	100% of 19,835	100 % of 19,835
—Taximeters inspected	100% of 1,403	100% of 1,403	100% of 1,403	100% of 1,403	100% of 1,403
— Registered water dispensers inspected	78% of 1,317	80% of 1,317	80% of 1,317	90% of 1,317	90% of 1,317
— Registered computing scales inspected	71% of 5,552	80% of 5,552	80% of 5,552	90% of 5,552	90% of 5,552
— Registered counter scales inspected	N/A	70% of 730	70% of 730	80% of 730	80% of 730

Table Notes

[1] Effective Fiscal Year 2010-11, these functions will be transferred to the Department of Environmental Health to align with Vector-borne operational activities.

[2] This measure is driven by the number of dead birds called into the Dead Bird Hotline. Fewer birds are being reported.

[3] Effective Fiscal Year 2010-11, these functions will be transferred to the Department of Environmental Health to align with Vector-borne operational activities.

[4] The dramatic increase of plant and pest submissions in Fiscal Year 2008-09 was due to unexpected exotic pest quarantines such as Asian Citrus Psyllid and Mediterranean Fruit Fly (Medfly). It is anticipated the pests will be eradicated or sharply contained so the projections for Fiscal Years 2010-11and 2011-12 reflect previous historical actuals.

[5] Glassy-winged Sharpshooter is a vector Pierce's Disease, which is fatal to grapevines.

[6] Increased inspections in Fiscal Year 2008-09 were due to financially strapped nurseries liquidating their inventory.

[7] Plant nurseries are shipping fewer plants due to less demand so this measure will no longer be reported effective Fiscal Year 2009-10.

[8] Nine cases were complex investigations and required additional time to complete.

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

Staffing

Decrease of 5.00 staff years. Transfer of the Veterinary Diagnostics Laboratory staff to the Department of Environmental Health (DEH) effective Fiscal Year 2010-11 due to operational changes to focus on vector-borne activities such as West Nile Virus.

Expenditures

Net increase of $2.1 million.

- Salaries and Benefits — net increase of $0.1 million.
  - Increase of $0.8 million primarily due to additional funding for temporary staffing for Pest Detection and Plant Health and Pest Prevention contracts and negotiated wage and benefit increases offset by a decrease of $0.7 million from the reduction of 5.00 staff years as described above.
- Services and Supplies — net increase of $1.3 million.
  - Increase of $0.4 million due primarily to costs associated with contracted services, facilities maintenance and information technology.
  - Increase of $0.9 million rebudgeted one-time costs related to the Business Case Management System (BCMS) enhancements for the Accela mobile wireless upgrade and essential management reports.
- Expenditure Transfers and Reimbursements — increase of $0.7 million due to the deletion of Cost Applied Reimbursement from the Department of Environmental Health for West Nile Virus diagnostic lab services provided by the Veterinary Diagnostics Laboratory. This program will be transferred to the Department of Environmental Health. Since Cost Applied is a reimbursement, this results in a $0.7 million increase in expenditures.

Revenues

Net increase of $2.1 million.

- Intergovernmental Revenues — net increase of $1.4 million.
  - Increase of $0.4 million in Unclaimed Gas Tax revenue due to recent legislative changes that increased the County's return on eligible net cost.
  - Increase of $1.0 million due to an increase of $0.1 million in weed and pest management services and $0.9 million for trapping services in the Pest Detection contract related to the 2008 Farm Bill section 10201 legislation that proposes to minimize the risks of the introduction and spread of invasive harmful insect pests and Plant Health and Pest Prevention Contract for an additional detector dog surveillance team.
- Charges for Current Services — decrease of $0.1 million due primarily to a change in operational needs in the Veterinary Diagnostics Laboratory to focus on vector-borne activities. As a result discretionary non-agricultural veterinary services will no longer be provided.
- Use of Fund Balance — increase of $0.9 million due to rebudgeted Use of Fund Balance for enhancements of the Business Case Management System.
- General Revenue Allocation — decrease of $0.1 million, which reflects the impact from the downturn in the overall economy. This reduction will limit the ability to conduct regulatory compliance assessment to mitigate health risks associated with restricted material pesticide use.

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

Net decrease of $0.8 million is due primarily to reduction in one-time funding related to enhancement of the Business Case Management System partially offset by an increase of $0.3 million in Salaries and Benefits primarily for retirement contributions and negotiated flexible spending credit increase.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Agriculture, Weights and Measures	171.00	155.00	150.00	(3.23)	150.00
Total	171.00	155.00	150.00	(3.23)	150.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Agriculture, Weights and Measures	$ 18,630,101	$ 17,070,920	$ 19,176,512	12.33	$ 18,400,712
Fish and Wildlife Fund	37,000	37,000	37,000	0.00	37,000
Total	$ 18,667,101	$ 17,107,920	$ 19,213,512	12.31	$ 18,437,712

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 15,506,533	$ 14,347,386	$ 14,452,102	0.73	$ 14,751,170
Services & Supplies	3,431,147	3,362,534	4,673,410	38.98	3,648,542
Other Charges	34,000	38,000	38,000	0.00	38,000
Capital Assets Equipment	70,000	25,000	50,000	100.00	—
Expenditure Transfer & Reimbursements	(374,579)	(665,000)	—	(100.00)	—
Total	$ 18,667,101	$ 17,107,920	$ 19,213,512	12.31	$ 18,437,712

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 3,317,779	$ 3,458,500	$ 3,467,500	0.26	$ 3,467,500
Fines, Forfeitures & Penalties	16,250	16,250	16,250	0.00	16,250
Intergovernmental Revenues	8,061,718	7,912,163	9,312,214	17.69	9,236,414
Charges For Current Services	608,409	445,609	359,779	(19.26)	359,779
Miscellaneous Revenues	107,800	110,200	109,400	(0.73)	109,400
Use of Fund Balance	370,750	20,750	920,750	4,337.35	20,750
General Revenue Allocation	6,184,395	5,144,448	5,027,619	(2.27)	5,227,619
Total	$ 18,667,101	$ 17,107,920	$ 19,213,512	12.31	$ 18,437,712

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Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) focuses its efforts on protecting 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 APCD issues permits that limit air pollution, it adopts regulations and ensures adherence to air pollution control laws and it administers grants and funds used to reduce regional mobile source air pollutant emissions through incentive programs.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost effective programs meeting state and federal mandates, considering environmental and economic impacts.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Reduced school children's exposure to both cancer-causing and smog-forming air pollutants.
  - Applied for and obtained over $1.6 million in State and federal funding for Lower-Emission School Bus (LESB) programs.
  - Provided grants to six school districts located in the county to enable the retrofit of diesel school buses with diesel particulate matter filters or to purchase new school buses to replace older, higher emitting buses. The State suspended the release of LESB funding that resulted in fewer grant recipients than the anticipated 27 school districts.
- Provided 100% (5 of 5) of affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.

Strategic Initiative – The Environment

- Initiated specialized air quality modeling to predict San Diego's attainment year for meeting the revised federal 8-hour ozone standard and to demonstrate anticipated compliance with the attainment deadline. Completion of the modeling is delayed past Fiscal Year 2009-10 due to delays by the Environmental Protection Agency (EPA) in issuing a final ruling that identifies the required attainment year for San Diego County.
- Conducted nine training classes for 225 small business owners to assist them in complying with applicable APCD rules and regulations, exceeding the goal of eight classes.
- Monitored and evaluated the levels of ozone at nine monitoring stations throughout the county in order to determine attainment status with respect to the federal 8-hour ozone standard.
- Inspected 100% (7,400) of priority emission sources to ensure compliance with air pollution regulations. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Completed 100% (200) of 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.
- Worked with the EPA and the State Air Resources Board (ARB) in securing approval to relocate the Kearny Mesa Air Quality Monitoring Station, which will be displaced by surrounding construction.
- Inspected 60% (300) of 500 noticed asbestos demolition and/or renovations to ensure proper handling and removal of asbestos-containing materials and to avoid human exposure to airborne asbestos fibers.

Required Discipline – Customer Satisfaction

- The goal of issuing 80% of an estimated 820 construction permits for new or modified regulated facilities within 90 days of receipt of a completed application was not met because of several reasons

beyond the control of APCD staff resulting from the transition to a new Business Case Management System (BCMS). BCMS is still developing management reports and dashboard tools needed by management to track permit progress. As soon as BCMS went live, the old data management IT system was discontinued with no parallel entries. The data needed to track this goal is not maintained at this time in either system. Because of the uncertainty with regard to the full and functional implementation of BCMS, the new target date is December 2012.

- Investigated 100% of 400 citizen complaints received and made initial contact with the citizen within one business/work day of reported complaint.
- Began the development of a real-time, Web-based tool enabling permit applicants to track the status of their applications throughout the processing cycle.

Required Discipline – Regional Leadership

- Collaborated with lead agencies to address climate change by providing relevant air quality expertise, information and input and participated in regional strategy planning.
- Demonstrated the benefits of advanced filtration systems by retrofitting ten transborder commercial diesel trucks operating within the county to highlight the effectiveness of this equipment in reducing harmful emissions of diesel particulate matter. Exceeded the original target of eight retrofits of transborder commercial diesel trucks.
- Created a draft Ozone State Implementation Plan to demonstrate timely attainment of the federal 8-hour ozone standard through cost effective emission control measures. Finalization of the plan is delayed past Fiscal Year 2009-10 due to ongoing delays by the EPA in issuing a final ruling that identifies the required attainment year and emission control requirements for San Diego County.
- Partnered with the San Diego Industrial Environmental Association (IEA) to develop and implement a training program for regulated businesses to ensure that staff and businesses have a uniform understanding of rules to ensure applications received are complete, permit processing is more efficient and businesses are better able to adhere to the regulations. Hundreds of IEA members attended various events throughout the year, where various district staff, including the Air Pollution Control Officer gave presentations and provided training.

Required Discipline – Information Technology

- Utilized the Business Case Management System to work toward improved efficiencies and enhanced customer service. BCMS is a newly implemented information technology system that centralizes records management and application processes. The automation of various functions to be handled by BCMS is expected to improve efficiency once fully implemented, including the following:
  - Rapid receipt of notifications about equipment breakdowns from businesses. This online reporting tool will streamline business reporting procedures, enabling APCD to conduct more timely investigations.
  - Track adherence to internal permit application deadlines to ensure timely processing for 100% of complete permit applications submitted once the information technology system and management tools for reporting and monitoring of business functions are in place and operational.

2010-12 Objectives

Strategic Initiative – Kids

- Reduce school children's exposure to both cancer-causing and smog-forming air pollution.
  - Apply for and obtain State and federal funding for Lower-Emission School Bus programs.
  - Identify and/or provide grants for an estimated eight affected school districts located in San Diego County to enable the retrofit of diesel school buses with diesel particulate filters or to purchase new school buses that will 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

- Within 12 months of EPA's final ruling to classify San Diego as a non-attainment area for the federal 8-hour ozone standard, complete and submit an Ozone State Implementation Plan to the EPA which demonstrates the timely attainment of the ozone standard through cost effective emission control measures.
- Conduct and/or host 10 training classes for businesses to assist them in understanding the applicable APCD rules and regulations.
- Begin ambient air lead (Pb) monitoring which measures the concentration of lead in the air in order to protect public health and the environment. Lead is a metal that severely impacts human health if it is ingested or

inhaled and it especially affects children. The new federal standard requires monitoring to ensure compliance.

- Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Inspect 60% of an estimated 500 asbestos demolitions/renovations where notifications are received to ensure proper handling and removal of hazardous materials.
- Complete 90% of an estimated 140 required toxic air contaminant emission health risk assessments within 30 days as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Relocate the Alpine and Kearny Mesa air monitoring stations by June 2012 with minimal or no disruption in service. Both relocations are due to construction activities that would adversely impact data quality and disrupt air monitoring activities.

Required Discipline – Customer Satisfaction

- Distribute 75% of an estimated 1,000 initial settlement letters for completed notice of violation cases within thirty days.
- Enhance the Blue Sky Innovation Award, which recognizes businesses who work to reduce their emissions of air pollutants to levels below what the law requires, by expanding it from one to three annual awards encompassing the categories of small, medium and large facilities/businesses. This will encourage improved compliance while recognizing deserving businesses.

Required Discipline – Regional Leadership

- Collaborate with lead agencies such as the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans), the Port of San Diego and others to address climate change by providing relevant air quality information, expertise and input, as well as participating in regional strategy planning.
- Administer and participate in meetings of the Federal San Diego/Tijuana Air Quality Task Force, which was formed to help identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Partner with the San Diego Industrial Environmental Association by attending or participating in three meetings and its annual conference. This partnership results in a better mutual understanding of each others challenges and the development of solutions to air quality issues through education and collaboration.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Construction permits for new/modified regulated facilities issued within 90 days of receipt of a complete application [1]	85% of 1,021	80% of 820	N/A[1]	N/A	N/A
Scheduled equipment /facilities inspections completed [2]	95% of 7,396	100% of 7,400	100% of 7,400	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within 24 hours of reported complaint.[3]	100% of 644[3]	100%	100% of 400[3]	100%	100%
Annual number of low-polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs [4]	231	150	150	150	200
Average number of days meeting the federal 8-hour ozone standard (3-year average) [5]	355	355	355	355	N/A[5]
Valid ozone data collection per year [6]	N/A	N/A	N/A	85% of data	90% of data

Table Notes

[1] The result for this measure is not available for Fiscal Year 2009-10 due to a newly implemented information system that is still under development. This system will perform advanced monitoring of statistical data. This measure is discontinued for Fiscal Year 2010-11. Once the system is fully implemented, APCD will identify new measures to better address business operations.

[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. Fiscal Year 2009-10 met the target goal of 7,400 inspections.

[3] The majority of complaints from the public are due to dust-related pollution from construction and visible emissions. 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day.

APCD has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints that are responded to in a timely manner and thoroughly investigated as a measure of internal department performance standards. The average annual number of complaints received over the past three years is 524.

[4] Indicates the number of projects 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 projects may take up to three years. Fiscal Year 2008-09 Actuals include projects funded in the prior fiscal years that were completed in Fiscal Year 2008-09. The budgeted number of completed projects for Fiscal Year 2009-10 is lower than the Fiscal Year 2008-09 Actuals due to the 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. This measure is being discontinued beginning Fiscal Year 2010-11. The emission of air pollutants contributing to the formation of ozone does not fluctuate significantly from year to year. However, the standard is affected by emission and meteorology. Meteorology plays a significant role in meeting the standard.

[6] This is a new measure beginning in Fiscal Year 2010-11 Proposed. The EPA requires 75% data capture to designate valid data. APCD projects to exceed this goal by at least 10% in Fiscal Year 2010-11and has a target goal of 85%, and then 90 % goal in Fiscal Year 2011-12.

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

Staffing

Decrease of 1.00 staff year due to the transfer of the position to the Land Use and Environment Group Executive Office in conjunction with the proposal to reorganize and consolidate media activities from various county departments into the new County Communications Office.

Expenditures

Net increase of $4.45 million.

- Salaries and Benefits — increase of $0.3 million for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.3 million due to adjustments made to align resources with operating needs.
- Other Charges — increase of $4.1 million for low-polluting vehicle incentive projects as a result of anticipated new revenue generated by an increase in the Motor Vehicle Emission Reduction Fee (MVERF) per registered vehicle in San Diego County and the rebudgeting of previously suspended State grants for these incentive projects due to the anticipated release of the funds.
- Capital Assets Equipment — decrease of $0.1 million due to completion of grant funded purchases.
- Operating Transfers Out — increase of $0.4 million due to anticipated administrative costs for incentive projects.

Revenues

Net increase of $4.45 million.

- Licenses, Permits & Franchises — increase of $0.4 million due to an operational change in posting the categories of revenue.
- Revenue from Use of Money and Property — decrease of $0.06 million due to projected lower interest earnings.
- Intergovernmental Revenue — net increase of $5.3 million due to the projected revenue of $5.0 million from the increase of $2 in MVERF per registered vehicle in San Diego County, an increase in $2.3 million for the rebudgeting of anticipated incentive program funds that were previously suspended by the State and the rebudgeting of $0.6 million in unspent American Recovery and Reinvestment Act (ARRA) funds offset by a decrease of $2.6 million in completed incentive program projects.
- Charges for Current Services – decrease of $0.1 million to reflect historical trends in various revenue and services.
- Miscellaneous Revenues — decrease of $0.3 million due to an operational change in posting the categories of revenues.
- Other Financing Sources — increase of $0.4 million due to an increase in Operating Transfers from other Districts for anticipated administrative costs for incentive projects.
- Use of Fund Balance — net decrease of $1.2 million due to the deletion of $1.3 million in the Air Quality Improvement Trust revenue as a result of increased annual revenue from MVERF, a decrease of $0.3 million in the Air Pollution Control Fund due to completion of the BCMS purchase and a decrease in planned vehicle purchases. Fund Balance of $1.7 million will be used for: a match for incentive projects of $1.2 million (includes $0.2 million in Port District funds) and one-time expenditures of $0.5 million – $0.3 million repayment of loan to Land Use and Environment Group and operational share of new permitting system, $0.1 million for annual lawnmower event and $0.1 million for vehicle replacement purchases.

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

Net decrease of $7.4 million due to the projected completion in Fiscal Year 2010-11 of funding for low-polluting vehicle incentive projects using $6.0 million of State funds, $1.2 million of match funds and $0.6 million of ARRA funds offset by an increase of $0.4 million in Salaries and Benefits primarily for retirement contributions and negotiated flexible spending credit increases.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Air Pollution Control District Programs	147.00	147.00	146.00	(0.68)	146.00
Total	147.00	147.00	146.00	(0.68)	146.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Air Pollution Control District Programs	$ 30,715,597	$ 36,766,169	$ 41,220,708	12.12	$ 33,786,829
Total	$ 30,715,597	$ 36,766,169	$ 41,220,708	12.12	$ 33,786,829

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 15,555,811	$ 15,454,818	$ 15,804,020	2.26	$ 16,157,641
Services & Supplies	3,547,009	3,547,000	3,255,166	(8.23)	3,255,166
Other Charges	5,165,680	11,411,488	15,508,920	35.91	7,819,828
Capital Assets Equipment	637,500	315,000	215,000	(31.75)	165,000
Operating Transfers Out	5,809,597	6,037,863	6,437,602	6.62	6,389,194
Total	$ 30,715,597	$ 36,766,169	$ 41,220,708	12.12	$ 33,786,829

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 7,988,674	$ 7,918,270	$ 8,279,842	4.57	$ 8,681,871
Fines, Forfeitures & Penalties	700,000	900,000	900,000	0.00	900,000
Revenue From Use of Money & Property	200,000	110,000	50,000	(54.55)	50,000
Intergovernmental Revenues	12,930,840	18,208,189	23,526,746	29.21	16,964,246
Charges For Current Services	444,629	460,518	352,518	(23.45)	352,518
Miscellaneous Revenues	200,000	450,000	158,000	(64.89)	158,000
Other Financing Sources	5,809,597	5,825,363	6,225,102	6.86	6,176,694
Use of Fund Balance	2,441,857	2,893,829	1,728,500	(40.27)	503,500
General Revenue Allocation	—	—	—	0.00	—
Total	$ 30,715,597	$ 36,766,169	$ 41,220,708	12.12	$ 33,786,829

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Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances San Diegans' quality of life by protecting public health and safeguarding environmental quality, through the enforcement of local, State and federal laws. DEH regulates the following: retail food safety; public housing; public swimming pools; small drinking water systems; onsite wastewater systems; and medical and hazardous waste. In addition, DEH serves as the Solid Waste Local Enforcement Agency and prevents diseases carried by rats and mosquitoes.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Responded to 100% (12 of 12) of the reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks depending on the blood lead level reported.
- Educated 4,265 primary and/or secondary school students regarding awareness and protection from mosquito-borne diseases and other vector-related diseases. Conducted five outreach sessions for 1,250 school age students regarding hazardous materials and careers in environmental health.

Strategic Initiative – The Environment

- Continued the implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's citizens and natural resources from aboveground petroleum storage tank spills.
  - Created online training for APSA. This Web-based course instructs business representatives on the APSA regulatory requirements that apply to their facilities.
  - Inspected an additional 25% (150 of 600) of facilities subject to APSA. The initial goal of 30% was adjusted as a result of delays in implementation of the federal regulations and delays in the availability of required inspector training by the State.
- Conducted five outreach sessions to 172 attendees for businesses that handle hazardous materials, hazardous waste or underground storage tanks. Effectiveness was measured at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge. Success was attained based on 70% of the audience improving their scores on the post-test.
- Decreased inspection frequency of biotech/biomedical facilities from once every 18 months to once every 36 months for an additional three facilities (a total of 63 out of 317 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.
- The goal to review all new well construction logs within an average time of 30 days of submittal will not be met due to staff reassignments as a cost containment measure. Review of well construction logs is now completed as part of routine work.

Strategic Initiative – Safe and Livable Communities

- Promoted pool safety for swimmers and ensured that all public swimming pools under permit are maintained in a safe and healthful condition.
  - Reduced the incident rate of major chlorine violations found at public swimming pools from 249 to 237 (5%).
  - Developed a Public Swimming Pool Operator Guidebook and made it available online.
  - Established a working group with public swimming pool industry stakeholders to develop an educational training program.

- Protected public health and helped prevent vector-borne disease.
  - Continued trapping rats at Port-of-Entry sites where freight is received by boat, airplane or truck from foreign origin. Tested for plague and verified flea species from rats trapped in these areas. No plague was detected.
  - Exceeded goal 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. Trapping was completed 66 times during the year with a total of 559 mice trapped and 20 testing positive for Hantavirus.
  - Placed eight residential sharps collection kiosks in unincorporated communities allowing residents convenient access for sharps waste disposal. Sharps waste includes needles, syringes and lancets. New legislation prohibited home generated sharps being disposed of in the trash.

Required Discipline – Customer Satisfaction

- Maintained an average plan review cycle time of 10 working days or less for new retail food and public swimming pool projects. State law requires 20 days; department goal was to take 50% less time for review than the State law requires.
- Responded to complaints about mosquitoes, rats and flies through actual or scheduled field response within two days 68% of the time (1,085 of 1,599) to reduce exposure to diseases and improve customer service. The goal of 100% was not met due to an increase in green pools related to housing market foreclosures. Delays in gaining access to these vacant homes created an inability to respond within the two-day goal.
- Reduced public exposure to vector-borne diseases and improved customer service by completing inspections or treatments 97% of the time within five working days of receiving a complaint.

Required Discipline – Continuous Improvement

- Completed review and approval of plan check permits for installation, repair and removal of Underground Storage Tanks (USTs) for 96% of plans (384 of 400) within 10 working days of receiving the complete application.
- Revised the Recycled Water Plan Check and Inspection Manual to include updated information and regulations for safe use of recycled water by purveyors and customers, such as the safe use of recycled water in decorative fountains. The manual is available on the department's Web site at Recycled Water Plan Check and Inspection Manual to provide customers with greater access to the information.
- The engineer's design packet which was to include design criteria for alternative on-site wastewater treatment systems has not been completed due to delay in the implementation of statewide regulations for on-site wastewater treatment systems as required by Assembly Bill (AB) 885, *On-site Wastewater Treatment Systems*.
- Developed an annual operating permit for alternative on-site wastewater treatment systems and completed 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.
- Developed a deposit account mechanism for funding of the Voluntary Assistance Program to eliminate the quarterly billing process and provide a better tracking of time and cost when working on these projects.
- Implemented four Business Process Reengineering (BPR) efforts to reduce duplication and costs of data system conversion and operation. Reduced number of complaint systems from 7 to 1; number for plan check systems from 8 to 2; the number of inspection processes from 25 to 5 and the number of permit systems from over 100 to less than 30.

Required Discipline - Information Technology

- Imaged records associated with septic system designs and installations (three-year goal of 63,000 records). Staff completed 38,000 files and the remainder will be completed by June 2011. By imaging the existing files they will be more readily available at any of the Environmental Health offices. Since the three-year project did not begin until half way through the first year, the yearly goals were modified but the three-year goal remains the same.
- Worked with the State, local stakeholders and information technology providers to continue the gradual implementation of the California Environmental Reporting System for hazardous materials inventory. 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 goal to provide Web access to Site Assessment and Mitigation (SAM) records will not be met this year due to staff reductions in the SAM program which

delayed completion of the project to image all records. The imaging project is expected to be completed by June 2011 at which time online public access to the records can be made available instead of coming to a department office to review the hard copy of the file.

- Piloted a new digital inspection program for Solid Waste inspections which allowed for the reduction of paper. The percentage of inspections reports of facilities, operations and disposal sites sent electronically to the state and operations was 70% (1,384 of 1,982).
- Reduced paper use by approximately 30,000 pages by sending copies of Hazardous Materials Division (HMD) enforcement cases to interested parties electronically instead of copying and mailing them during Fiscal Years 2008-09 and 2009-10.
- Expanded the use of e-mail updates for the public and stakeholders through GovDelivery and promoted the Hazardous Material Division Web site by encouraging stakeholders at every workshop to subscribe for e-mail updates and visit the Web site to review workshop presentations.
- Started posting information for the public and stakeholders at the newly created Department of Environmental Health Facebook page.

2010-12 Objectives

Strategic Initiative - Kids

- Respond to 100% of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood-lead level reported.
- Educate children on awareness and protection from mosquito-borne diseases and other vector- related diseases; proper disposal of household hazardous, electronic and universal wastes; awareness of hazardous materials and careers in environmental health by conducting outreach presentations to primary and/or secondary school children at school or other outreach events each year (2,000 students).

Strategic Initiative - The Environment

- Continue working towards full implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's citizens and natural resources from aboveground petroleum storage tank releases.
  - Continue partnership with APSA workgroup stakeholder group for full implementation of the APSA and establishment of APSA fees to attain cost recovery for program implementation by June 2011.
  - Inspect an additional 35% (210 of 600) of facilities subject to the APSA by June 2011, and an additional 30% (180 of 600) by June 2012. This will result in a total of 95% (570 of 600) facilities inspected.

Strategic Initiative - Safe and Livable Communities

- Reduce the incident rate of major chlorine violations found at public swimming pools from 237 to 225 (5%).
- Protect public health and help prevent vector-borne disease.
  - Continue trapping rats at Port-of-Entry sites where freight is received by boat, airplane 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 40 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 than required by California law.
- Complete the review and approval/disapproval of plan check permits for installation, repair and removal of Underground Storage Tanks (UST) for 95% (380 of an estimated 400) of plans within 10 working days. This goal will improve customer service by ensuring that UST contractors will have a timely review of their projects; additionally, this measure will protect the environment from contamination due to leaks from USTs.
- Respond to complaints about mosquitoes, rats and flies by contacting 95% of complaints within 3 days.
- Complete 95% of mosquito control Requests for Service within 21 days or less after initial contact.
- Develop online plan check processes for water well and recycled water which will save customers time and money associated with travel, postage and paper costs by June 2011.

Required Discipline - Continuous Improvement

- Complete an engineer's design packet that includes design criteria for alternative on-site wastewater treatment systems, based on upcoming State regulations, by June 2011. Conducting 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 todesign and install these new types of systems.

- Continue efforts to reduce the department's annual consumption of paper by 10% in Fiscal Year 2010-11 by switching to electronic copies to provide information.
  - Provide public forms on the department's Web site for customers to download in order to improve customer service and reduce printing and mailing costs.
  - Post public outreach presentations on the Internet, allowing customers to review presentations at their convenience and download presentation slides.
  - Begin using e-mail instead of paper forms to notify inspectors that permitted facilities have changed their regulatory status and require an inspection. These notifications occur approximately 1,000 times per year and take 3 to 4 pages of paper and 1 to 3 days to travel to outlying offices. The use of e-mail will decrease the notification time and save approximately 3,500 pieces of paper per year.

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 the remaining 25,000 files by June 2011.
- Expand the number of facilities subject to the Unified Program that can participate in the online submittal of hazardous materials inventory information, with an emphasis on businesses with multiple sites in the county. The Unified Program is the consolidation of six state environmental programs into one program that conducts inspections of businesses that handle hazardous materials, hazardous waste, medical waste and/or underground storage tanks.
- Enhance customer service by providing Web access to allow customers to perform file reviews without coming into the office.
  - Monitoring well permit records by June 2011.
  - Site Assessment and Mitigation records by June 2012.
  - Records associated with septic system designs and installations by June 2011.
- Continue promoting the use of electronic subscriptions and updates on various programs to the public and stakeholders through GovDelivery. Continue posting information of interest for the public and stakeholders on the department's Web site and at the Department of Environmental Health Facebook page.

Related Links

For additional information about the Department of Environmental Health, refer to the Web site at http://www.sdcounty.ca.gov/deh/ and the Department of Environmental Health Facebook page.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Field responses conducted within 2 days of receipt of complaint about mosquitoes, rats and/or flies[1]	51% of 5,500	100%	68% of 1,599[1]	N/A[1]	N/A
Respond to complaints about mosquitoes, rats and flies by contacting complainants within 3 days[1]	N/A	N/A	N/A	95%[1]	95%
Average number of days to complete review of Septic System layouts	10	10	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	96% of 321	92%	96% of 400	95%	95%
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)	249	237	237	225	214
Number of facilities subject to the Aboveground Petroleum Storage Act that inspected annually. Goal is to inspect 95% (570) of all 600 by Fiscal Year 2011-12[2].	30 of 600	180 of 600	150 of 600	210 of 600	180 of 600
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	93% of 719	95%	95% of 690	95%	95%
All mosquito control Requests for Service are closed within 21 days or less after initial contact	97% of 4,451	98%	91% of 1,599	95%	95%

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 reduction of complaint levels this year has not enhanced response times. The high incidence of foreclosed homes has resulted in an increase in the amount of time it takes to identify and then contact the responsible party, mortgage holder, to initiate site access. Therefore, the 2 day field response is not a practical goal and will be discontinued effective Fiscal Year 2010-2011. It will be replaced by a goal of 3 days effective Fiscal Year 2010-11.

[2] Due to the extension of grant funding, the department is on target to inspect 95% of the 600 facilities by June 2012.

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

During Fiscal Year 2010-11 the Office of the County Veterinarian staff and duties will be moving from the Department of Agriculture, Weights and Measures to the Department of Environmental Health. The name will be changed to Vector Control Diagnostic Laboratory and will primarily focus on detection of vector- borne disease such as West Nile Virus, Hanta Virus, Plague and other emerging diseases.

Staffing

Net increase of 2.00 staff years.

- Decrease of 2.00 staff years due to a reduction in project submittals for septic, water well permits, and land use projects in the Land & Water Quality Division as a result of the downturn in economy overall.
- Decrease of 1.00 staff years in the Finance Division as a result of a reduction in workload.
- Increase of 5.00 staff years in the Vector Control program due to the transfer of staff from the Department of Agriculture, Weights and Measures. The Vector Control Diagnostic Laboratory will help ensure protection of public health through detection of deadly zoonotic diseases. i.e., diseases communicable from animals to humans under natural conditions, such as West Nile Virus, Hanta Virus, Plague and other emerging diseases.

Expenditures

Net increase of $7.4 million.

- Salaries and Benefits — net increase of $0.5 million due to negotiated wage and benefit increases; the net increase of 2.00 staff years as outlined above; and a decrease to salary adjustments for a reorganization that was not implemented.
- Services and Supplies — net increase of $6.9 million for one-time only costs for IT and data imaging projects including the implementation of the Business Case Management System an IT system which centralizes records management and application processes, and the implementation of the Vector Habitat Remediation Program.

Revenues

Net increase of $7.4 million.

- Licenses Permits & Franchise Fees — net decrease of $0.1 million: increase of $0.1 million in Biohazardous Waste permit revenue and an increase of $0.1 million in Food Facility permit revenue to more accurately reflect projected revenue, offset by a decrease of $0.1 million in Monitoring Well permit revenue due to the downturn in the overall economy, a decrease of $0.1 million in Housing fee revenue and a decrease of $0.1 million in Recreation fee revenue as an administrative adjustment to more accurately reflect projected revenue.
- Intergovernmental Revenue — net increase of $0.5 million. Increase of $0.3 million in the American Recovery and Reinvestment Act (ARRA) grant for green businesses and compact fluorescent bulb recycling; an increase of $0.1 million in the Urban Area Security Initiative grant for emergency response training; an increase of $0.2 million in the California Environmental Reporting System grant; increase of $0.1 million in State funding (ARRA pass-through) for beach water quality testing; offset by a decrease $0.1 million due to the completion of the California Integrated Waste Management Board Infrastructure grant for Household Hazardous Waste and the decrease of $0.1 million for the State Homeland Security Grant Program.
- Charges For Current Services — net increase of $4.8 million. Increase of $5.0 million in Vector Control Program funds for the transfer of staff from the Department of Agriculture, Weights and Measures and to implement the Vector Control Habitat Remediation Program partially offset by a decrease of $0.1 million due to reduction in funding from the Department of Human Resources Internal Service Fund and a decrease of $0.1 in solid waste tonnage funds.
- Miscellaneous Revenues — increase of $0.5 million in recovered expenditures for the Hazardous Materials Management Division for one-time costs associated with the implementation of the Business Case Management System and other one-time IT projects.
- Reserve/Designation Decrease — decrease of $2.5 million due to the completion of some one-time IT projects. The remainder will be reflected as part of the Use of Fund balance described below.
- Use of Fund Balance — a total of $4.2 million is budgeted for use in Fiscal Year 2010-11 as follows: $3.5 million for the implementation of the Business Case Management System; $0.6 for data imaging; and $0.1 million to fund costs associated with fire victim permit fee waivers.

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

Net decrease of $5.3 million includes a decrease of $5.8 million in Services and Supplies due to the anticipated completion of one-time IT and data imaging projects and a reduction in the level of funding for the Vector Habitat Remediation Program partially offset by an increase of $0.5 million in Salaries and Benefits due to the addition of 1.00 staff year in the Hazardous Materials Management Division to implement requirements associated with the Aboveground Petroleum Storage Act and an increase in retirement contributions and negotiated flexible spending credit.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Environmental Health	291.00	283.00	285.00	0.71	286.00
Total	291.00	283.00	285.00	0.71	286.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Environmental Health	$ 38,265,174	$ 41,094,195	$ 48,504,300	18.03	$ 43,245,244
Total	$ 38,265,174	$ 41,094,195	$ 48,504,300	18.03	$ 43,245,244

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 28,832,464	$ 29,441,251	$ 29,961,741	1.77	$ 30,465,935
Services & Supplies	9,412,710	11,632,944	18,522,559	59.23	12,759,309
Capital Assets Equipment	20,000	20,000	20,000	0.00	20,000
Total	$ 38,265,174	$ 41,094,195	$ 48,504,300	18.03	$ 43,245,244

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 19,822,454	$ 19,310,916	$ 19,210,930	(0.52)	$ 19,664,149
Fines, Forfeitures & Penalties	286,606	310,217	313,094	0.93	313,094
Intergovernmental Revenues	5,787,789	4,052,776	4,559,728	12.51	4,559,728
Charges For Current Services	11,226,181	13,615,064	18,425,318	35.33	16,976,293
Miscellaneous Revenues	1,142,144	1,195,348	1,731,980	44.89	1,731,980
Reserve/Designation Decreases	—	2,532,524	—	(100.00)	—
Use of Fund Balance	—	77,350	4,263,250	+500.00	—
General Revenue Allocation	—	—	—	(200.00)	—
Total	$ 38,265,174	$ 41,094,195	$ 48,504,300	18.03	$ 43,245,244

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) Office conducts educational programs and applied research in a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. This brings 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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided nutrition education training classes for an estimated 450 low-income families representing 500 children, emphasizing healthful nutrition practices, food resource management and food safety.
- Trained 86 teachers and youth leaders to implement nutrition/garden-based education for 4,325 children and youth from low-income families.
- Provided training sessions on parent education for early literacy, school readiness and parenting skills to 720 parents representing 1,172 children between 0-5 years of age. The number of parents reached was less than anticipated as many of the pregnant/parenting teen programs lost State funding severing the connections with these programs.
- Partnered with five County libraries to provide 6-week early literacy workshops. Success was based on pre- and post- workshop surveys. Prior to the class, 42% of parents were confident in their ability to help their child learn, and 88% were confident after the workshops.

- Trained 32 new volunteers to provide 4-H members (234) on military bases with educational experiences in the fields of leadership, citizenship and life skill development. Continued the 4-H Club program with 350 adult volunteers and 1,234 youth.

Strategic Initiative – The Environment

- Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
- Educated 30 growers and community members about methods to minimize harmful irrigation runoff and reduce water use on hillsides. This was accomplished 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.
- Completed irrigation trials for commercial blueberries in Pauma Valley and determined that blueberries are a viable crop in San Diego County. Results of the trials will be incorporated with FHA's outreach efforts.
- Continued 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. This method has proven useful. Published six publications on initial findings. Received new funding from the California Department of Food and Agriculture for an additional two years. This program is in year four of an estimated six years.
- Conducted eight seminars on controlling invasive and other species that foul the bottoms of recreational boats while protecting water quality to 207

representatives of boating and coastal management organizations, boat owners, boating businesses, agency staff, policy makers, environmental representatives and academics. Post-seminar, 91% of attendees reported they understand how to properly inspect boats in order to prevent the spread of aquatic invasive species.

- Conducted four community Integrated Pest Management workshops focusing on the concepts of Integrated Pest Management and the importance of protecting water quality and watersheds.

Strategic Initiative – Safe and Livable Communities

- Continued 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 data on which variety does best here.
- Trained and supervised more than 200 Master Gardener volunteers and provided over 20,000 hours of volunteer time.
  - Provided research-based information in the areas of home gardening, landscaping and pest management to county residents through office consultations, educational exhibits and seminar classes.
  - The goal to promote and support garden-based learning through teacher consultation was not met due to a reduction in federal funding for this program.
  - Conducted the annual "Gardening with Class" conference on school gardens for 150 teachers and parents.
- Continued wildfire education and outreach.
  - Continued to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach. Attended 25 regional meetings to incorporate community concern into materials development and FHA workshops.
  - Researched and developed new wildfire and educational fire prevention resources to meet public need and provide materials. New resources include: 12 updated Wildfire Risk Reduction Informational Tip Cards available in English and Spanish, and geo-database information on the California Department of Forestry and Fire Protection rural fire access roads and fuel breaks.
  - Small scale research on restoring natural habitats after wildfires in San Diego that began in 2006 has led to simple, low-cost techniques that have proven to eliminate invasive plants and encourage the growth of native vegetation. These results are being scaled up to several acre sites to serve as demonstrations for land managers and environmental consultants on how to bring back native vegetation into dominance. Cooperators include the County Parks and Recreation Department and the California Department of Fish and Game.
- Promoted adult health and well-being.
  - Unable to provide safe food handling training for leaders from 20 community-based organizations on training as federal program funding ended June 2009. The last training was conducted April 2009 where 14 leaders were trained.
  - Promoted the series of seven Financial Caregiving Guides online and at the American Association of Family and Consumer Sciences and the Association for Financial Counselors, Planners and Educators National conferences. These publications educate the public about topics such as Communicating with Parents about Finances, Understanding Long-Term Care, Planning/Paying for Long-Term Care, Estate Planning and Financial Fraud and Abuse.

2010-12 Objectives

Strategic Initiative – Kids

- Provide nutrition education for 200 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.
- Train 50 teachers and youth leaders to implement nutrition education for children and youth from low-income families.
- Support the 4-H Program.
  - Distributing monthly science skill building activities to each community club (25) and military childcare centers (7) reaching approximately 1,500 4-H youth members.
  - Establishing a 4-H youth project at the Borrego Springs Elementary School After School program using teens as teachers and the 4-H science curriculum on water and gardening for 50 youth and 10 teens.
  - Supporting 350 volunteers to conduct community-based educational programs to 25 4-H clubs and 7 after school sites.

Strategic Initiative – The Environment

- Protect water quality and promote water conservation.
  - Complete four online water quality outreach classes to help the agricultural producers better manage water quality issues in their day-to-day operations.
  - Develop and deploy water quality kiosks throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering into the storm drainage system.
  - Provide outreach information and develop materials on controlling invasive and other species that foul the bottoms of recreational boats. Conduct two workshops for the boating industry and others interested in antifouling on boats and post materials on the University of California Web site.
- Conduct six grower workshops "Ask the Advisor" for the nursery and floriculture industries on issues impacting production and economic viability in these industries.
- Evaluate the potential for controlling Diaprepes root weevil using chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in trees. Develop research-based Web materials on the County's and University of California Extension's Web sites. This will complete the 4th and final year of the project will be completed by June 2012.

Strategic Initiative – Safe and Livable Communities

- Evaluate wildfire education and outreach program through stakeholder feedback. The evaluation will focus on the impact wildfire and outreach programs have on increasing safety and/or wildfire risk mitigation behaviors. An online survey will be conducted and will be given to fire authorities, community organizations and other professional groups as well as interested residents. The target goal is for 100 evaluation surveys to be completed.
- Continue to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach.
- Manage the Master Gardener volunteers.
  - Provide over 1,500 volunteer hours to the urban horticultural program and FHA hotline.
  - Provide consultations to 4,000 residents regarding best practices in the areas of home gardening, landscaping and pest management. Conduct 40 events throughout the county to reach 14,000 residents in the same topic areas.

Required Discipline – Customer Service

- Reduce paper usage and mailing costs 10% by reevaluating current methods and procedures of developing and distributing materials.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts)	54 projects/ $3,958,293	20 projects/ $2,100,000	52 projects $4,043,774[1]	50 projects/ $4,000,000[1]	50 projects/ $ 4,000,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours)	1,843 vol./ 216,528 hrs	1,000 vol./ 194,000 hrs	922 vol./ 250,851 hrs	1,100 vol/ 200,000 hrs	1,100 vol/ 200,000 hrs
Achieve consistently high customer service ratings through customer service surveys (Scale 1-5; 5 = highest rating)	4.7	4.9	N/A[2]	N/A	N/A
Research new specialty crops and varieties such as dragon fruit, specialty vegetables, blueberries to determine commercial viability	2 projects	2 projects	2 projects	2 projects	2 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety	829 families	400 families	400 Families	400 families	400 families

Table Notes

[1] The Fiscal Year 2009-10 Estimated Actuals exceeded the Adopted figures as a result of an increase in the number of projects approved for funding.

[2] The countywide program for measuring customer service has been discontinued. New methods are being considered.

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

Staffing

Decrease of 2.00 staff years as a result of a reduction in General Purpose revenue funding and reengineering certain processes.

Expenditures

Net increase of $0.07 million.

- Salaries and Benefits — decrease of $0.1 million due to the staffing changes described above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net increase of $0.17 million.
  - Increase of $0.07 million due to increased costs associated with contracted services funded by the decrease in Salaries and Benefits.
  - Increase of $0.1 million in rebudgeted one-time costs for completion of the Stormwater Outreach Web-based kiosk system.

Revenues

Net increase of $0.07 million.

- Use of Fund Balance — total of $0.1 million budgeted to support the one-time funding for the completion of the web-based Stormwater Outreach Project.
- General Revenue Allocation — decrease of $0.03 which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $0.1 million is primarily due to the reduction in one-time funding related to the Stormwater Outreach Project partially offset by a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Farm and Home Advisor	9.00	7.00	5.00	(28.57)	5.00
Total	9.00	7.00	5.00	(28.57)	5.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Farm and Home Advisor	$ 921,853	$ 884,262	$ 953,058	7.78	$ 868,058
Total	$ 921,853	$ 884,262	$ 953,058	7.78	$ 868,058

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 635,332	$ 451,511	$ 351,975	(22.05)	$ 359,533
Services & Supplies	301,521	432,751	601,083	38.90	508,525
Total	$ 921,853	$ 884,262	$ 953,058	7.78	$ 868,058

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Use of Fund Balance	$ —	$ —	$ 100,000	—	$ —
General Revenue Allocation	921,853	884,262	853,058	(3.53)	868,058
Total	$ 921,853	$ 884,262	$ 953,058	7.78	$ 868,058

Parks and Recreation

Department Description

The County Department of Parks and Recreation (DPR) operates 8 camping parks, 7 regional picnic parks and over 44,000 acres of parkland and open space, with 326 miles of trails, 2 historic adobes and 10 historic park sites. Additionally, the department operates 34 local parks, 5 community recreation centers and 2 teen centers in the unincorporated areas of San Diego County. The department manages the grounds and recreation features at all County parks, making them safe, clean and enjoyable.

Mission Statement

We provide opportunities for high quality parks and recreation experiences and preserve regionally significant natural and cultural resources.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted recreational opportunities and environmental awareness for 10,000 youth by conducting formal and informal environmental education programs at 20 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources and provided 30 outdoor adventure and education activities.
- Increased positive and healthy recreation activities for youth by providing 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.
- Increased community involvement for young people by providing volunteer opportunities for 2,300 youth and adults by facilitating 55 community volunteer work events, such as tree planting, park cleanup, and installation of fencing.

Strategic Initiative – The Environment

- Expanded and protected park resources by adding 793 acres of parkland throughout the county in Fiscal Year 2009-10.
- Initiated biological and historical surveys at two County preserves and completed resource management plans for four County preserves.
- Continued to lead in the area of sustainability by retrofitting eight County park facilities with energy efficient lighting designed to cut energy use by up to 35%, and by improving existing irrigation systems to reduce water use at 14 parks.

Strategic Initiative – Safe and Livable Communities

- Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce areas.
- Promoted community health and well-being by providing 55 adult health-related events, classes and activities serving at least 600 older adults throughout the San Diego region.
- Enhanced local and regional parks and increased recreational opportunities for the public by completing seven projects in five communities, including an award-winning exercise path at Lindo Lake Park.
- Opened Clemmens Lane Park in Fallbrook which includes a picnic plaza with shade shelter, playgrounds, a synthetic turf practice soccer field, sand volleyball court and parking lot.

Required Discipline – Fiscal Stability

- Increased annual parking pass sales and the number of paid vehicles entering day use parks by 500 by promoting County parks and special events.

Required Discipline – Regional Leadership

- Promoted sustainable building practices by designing and constructing the San Elijo Nature Center to meet the U.S. Green Building Council's Leadership in Energy

and Environmental Design (LEED) standards. The facility is one of only two facilities in the County to receive LEED Platinum Certification.

2010-12 Objectives

Strategic Initiative – Kids

Provide for and promote healthy and active lifestyles and foster positive development for youth through programs and services that create fun recreational experiences and promote community involvement.

- Expand participation in the Environmental Education and Park Passport Program through the distribution of 1,000 park passports by the program's third year anniversary.
- Increase community involvement for young people by providing volunteer opportunities for 1,850 youth and adults by facilitating 55 community volunteer work events, such as tree planting, park cleanup, trails maintenance and installation of fencing.
- Promote recreational opportunities and environmental awareness for 10,000 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.
- 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.

Strategic Initiative – The Environment

Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop, and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustainability.

- Provide 25 outdoor adventure and nature education activities to promote recreational opportunities and environmental awareness for youth.
- Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
- Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Initiate eight biological and cultural surveys; complete seven Resource Management Plans (RMPs) and implement RMPs in 19 preserves to ensure viability of open space habitats, natural and cultural resources and enhance passive recreational opportunities.
- Provide a minimum of 12 articles on the department Web site that highlight the benefits of "going green" including saving energy, reducing operation costs, conserving water and preserving open space.
- Provide recycle bins at all staffed Parks and Recreation facilities to encourage park visitor participation in activities that conserve natural resources.

Strategic Initiative – Safe and Livable Communities

Acquire, develop and maintain facilities that support community needs, provide safe and accessible opportunities to gather together, promote park stewardship and celebrate diversity while connecting communities.

- Promote community health and well-being by providing 50 adult health-related events, classes and activities serving at least 600 older adults throughout the San Diego region.
- Amend two existing or execute a minimum of one new operating and maintenance agreements to broaden existing facility sports programs and provide additional recreational services for the community.
- Provide opportunities to bring families and communities together through 15 special events including the "Movies in the Park," "It's How We Live Festivals" and "National Trails Day."
- Enhance local and regional parks and increase recreational opportunities for the public by completing seven projects in five communities including an exercise pathway in Julian at Jess Martin Park.
- Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
- Obtain 1,000 completed online surveys from the public and recreational project priority lists from 20 Local Park Planning Areas and 5 County Service Area advisory boards to determine recreational center needs and future park projects.

Required Discipline – Fiscal Stability

- Improve existing services and organizational effectiveness by completing a Cost Recovery, Resource Allocation and Revenue Enhancement Study including analysis of pricing, operational strategies and working methodologies.

Required Discipline – Continuous Improvement

- Demonstrate the department's commitment to delivering quality services to the public by achieving compliance with standards for Steps 1 - 3 of the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA) national accreditation process, developing and submitting an annual report summarizing the department's accomplishments, fiscal management, operational effectiveness and addressing the department's continued compliance with CAPRA accreditation standards.

Related Links

For additional information about the Department of Parks and Recreation, refer to the Web site at http://www.sdcounty.ca.gov/parks/. Follow us on Facebook and Twitter at http://www.sdparks.org and http://twitter.com/sandiegoparks.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Number of parkland acres owned and managed	45,043	45,350	44,616[1]	44,937	45,087
Number of volunteers/number of volunteer hours[2]	3,657 / 114,789[3]	1,800 / 90,000[3]	2,304 / 89,098[3]	1,850 / 92,000[3]	1,850 / 92,000[3]
Number of unduplicated Youth Diversion participants [4]	4,668	5,000	5,000	5,000	5,000
Number of park facilities improved or developed	10	6	7	8	9
Number of miles of trails managed in the County Trails Program	320	320	325	326	328
Percent /Number of camping reservations placed online [5]	71%/ 17,206	65%/ 13,000[5]	50%[6]/ 14,877[5]	65%/ 15,000[5]	65%/ 15,200[5]

Table Notes

[1] Since 2001, DPR has managed San Vicente Highlands Preserve which totals 1,375 acres. In 2009, the California Department of Fish Game, who owns the land, decided to take on management responsibilities for the Preserve, thus, resulting in a decrease in total acreage owned and managed by the County of San Diego. Overall, DPR acquired 793 acres of parkland in Fiscal Year 2009-10 and received a transfer of 155 acres of parkland as a result of The Environmental Trust bankruptcy agreement. Total acquisitions of 793 acres for Fiscal Year 2009-10 include Mendocino and Helix-Lambron acquisitions which are projected to close escrow by June 30, 2010.

[2] The term "Volunteers" in this Performance measure refers to the total number of unregistered, one-day volunteers. It does not include registered volunteers such as resident volunteers, volunteer patrol and docents.

[3] The Fiscal Year 2008-09 Actual number of volunteers was higher than anticipated due to collaboration with volunteer organizations to assist with one-time projects. The projected volunteer count for Fiscal Year 2009-10 does not reflect an increase as the department anticipates volunteerism will remain at normal levels due to the number of anticipated projects for the fiscal year.

[4] 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.

[5] 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.

[6] In Fiscal Year 2009-10 the department implemented an upgrade to the online reservation system to facilitate increased customer usage. However, the department has experienced a reduction in overall online camping reservations. The department will continue to market online resources through advertising such as vehicle wraps on County vehicles, the department Web site and social media networks such as Facebook and Twitter.

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

Staffing

Decrease of 11.00 staff years.

- Decrease of 2.00 staff years in the Administrative Services and Recreation Divisions may result in delayed response time for customer service inquiries.
- Decrease of 4.00 staff years in the Operations Division may result in reduced operational hours in parks or preserves and delayed park maintenance.
- Decrease of 1.00 staff year in Park Development Division may result in delayed completion of parks projects.
- Decrease of 2.00 staff years in Resource Management Division will eliminate the history and outreach program and delay response times for project conditioning.
- Decrease of 2.00 staff years as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

Expenditures

Net increase of $2.2 million.

- Salaries and Benefits — decrease of $0.4 million due to the reduction in staff years offset by negotiated wage and benefit increases.
- Services and Supplies — net increase of $3.7 million.
  - Increase of $1.8 million to complete major maintenance projects such as preventive maintenance on essential building systems and structures and water and energy conservations upgrades.
  - Increase of $0.5 million for one-time funding of contracted services to complete Resource Management Plans for MSCP preserve lands that include Area Specific Management Directives (ASMDs) for species management and monitoring, Vegetation Management Plans and public access plans.
  - Increase of $0.3 million for contracted services related to maintenance of park areas within the county.
  - Increase of $0.1 million for facilities costs related to upgrades and expansion of Sweetwater Regional Park.
  - Increase of $0.5 million for contracted services related to vegetation management based on funding from the TransNet Land Management grant.
  - Increase of $0.1 million for park maintenance in Park Special Districts.
  - Increase of $0.4 million for development and permit related costs in Park Land Dedication Areas.
- Capital Assets Equipment — decrease of $0.01 million due to completed procurement of vehicles and operating equipment.
- Expenditure Transfer & Reimbursement – increase of $0.1 million due a reduction in reimbursements for the Critical Hours recreation program.
- Reserves — decrease of $1.2 million due to one-time technical adjustments to comply with the State Controller's guidelines for General Reserves made in Fiscal Year 2009-10.
- Operating Transfer Out — increase of $0.04 million due to a rise in operating costs in Park Special Districts.

Revenues

Net increase of $2.2 million.

- Taxes Current Property — net increase of $0.1 million due to additional assessment funds from property taxes.
- Licenses Permits and Franchises – increase of $0.3 million to align revenues to prior year trends and anticipated permit sales.
- Revenue from Use of Money & Property – increase of $0.03 for operating leases for County-owned property.
- Intergovernmental Revenues — net increase of $0.6 million to recognize revenue from the TransNet Land Management grant for vegetation management and realignment of after school program funding for recreational services.
- Charges for Current Services — net increase of $0.1 million in park and camping fees due primarily to completion of expansion and upgrades of Sweetwater Regional Park.
- Miscellaneous Revenues — net increase of $.01 million to reflect recent actual experience of merchandise sales.
- Other Financing Sources — net increase of $0.04 for reimbursements of staffing costs for services to Park Special Districts.
- Reserve/Designation — decrease of $1.2 million due to a one-time technical adjustment to comply with the State Controller's guidelines for General Reserves

- Use of Fund Balance — net increase of $2.8 million. A total of $4.6 million is budgeted for use as follows:
  - $3.0 million to complete major maintenance projects on essential building systems and structures and water and energy conservations upgrades.
  - $0.5 million to complete Area Specific Management Directives (ASMDs) for resource management.
  - $0.4 million for dredging and clean up of the Tijuana River Valley.
  - $0.2 million for park maintenance in Park Special Districts.
  - $0.5 million for Fiscal Year 2009-10 rebudgets in services and supplies related to contracted services for information technology, vegetation management and fire suppression.
- General Revenue Allocation — decrease of $0.6 million which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $4.0 million is primarily due to completed major maintenance projects and procurement of vehicles and operating equipment partially offset by an increase for retirement contributions for Fiscal Year 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Parks and Recreation	194.00	186.00	175.00	(5.91)	175.00
Total	194.00	186.00	175.00	(5.91)	175.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Parks and Recreation	$ 29,396,247	$ 27,993,024	$ 30,858,200	10.24	$ 26,838,203
Park Land Dedication	201,650	201,650	563,900	179.64	563,900
Park Special Districts	2,564,000	4,754,468	3,687,351	(22.44)	3,658,166
Total	$ 32,161,897	$ 32,949,142	$ 35,109,451	6.56	$ 31,060,269

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 18,548,741	$ 17,446,433	$ 17,069,920	(2.16)	$ 17,477,702
Services & Supplies	12,746,356	12,135,121	15,783,426	30.06	11,361,550
Other Charges	202,000	40,000	40,000	0.00	40,000
Capital Assets Equipment	245,800	191,800	181,000	(5.63)	115,000
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	—	(100.00)	—
Reserves	—	1,241,733	—	(100.00)	—
Operating Transfers Out	519,000	1,994,055	2,035,105	2.06	2,066,017
Total	$ 32,161,897	$ 32,949,142	$ 35,109,451	6.56	$ 31,060,269

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 1,482,634	$ 1,728,129	$ 1,818,829	5.25	$ 1,824,638
Taxes Other Than Current Secured	21,926	22,526	16,756	(25.61)	16,756
Licenses Permits & Franchises	201,650	201,650	478,950	137.52	478,950
Revenue From Use of Money & Property	833,126	870,574	905,331	3.99	911,337
Intergovernmental Revenues	414,453	377,661	930,333	146.34	453,269
Charges For Current Services	5,834,022	5,079,291	5,200,965	2.40	5,351,621
Miscellaneous Revenues	51,213	—	10,000	—	10,000
Other Financing Sources	519,000	1,994,055	2,035,106	2.06	2,066,017
Reserve/Designation Decreases	—	1,241,733	—	(100.00)	—
Use of Fund Balance	1,632,625	1,800,000	4,640,000	157.78	210,000
General Revenue Allocation	21,171,248	19,633,523	19,073,181	(2.85)	19,737,681
Total	$ 32,161,897	$ 32,949,142	$ 35,109,451	6.56	$ 31,060,269

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COUNTY OF
SAN DIEGO
MDCCCLI

Planning and Land Use

Department Description

The Department of Planning and Land Use (DPLU) 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

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

2009-10 Anticipated Accomplishments

Strategic Initiative – The Environment

- 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.
- Signed a contract with American Farmland Trust to develop the Purchase of Agriculture Conservation Easement (PACE) Program as described in the County Farming Program, which is scheduled to be presented before the Board of Supervisors' for consideration by fall 2010. The PACE Program will provide farmers a valuable funding tool to assist agricultural operations through land use.
- Preserved and enhanced the quality of life for County residents by developing 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.
  - The draft SAMP has progressed on schedule and will be completed by winter 2010.
  - The South County MSCP is a joint agency project, involving the County and other public agencies. Budget reductions in some of the other public agencies delayed completion of their portions of the program. As a result the project schedule has been delayed, preventing the County's ability to complete the Environmental Impact Report (EIR) and public comment period for the South County MSCP Quino checkerspot butterfly amendment by spring 2010.
  - The North County MSCP is a joint agency project, involving the County and other public agencies. Budget reductions in some of the other public agencies delayed completion of their portions of the program. As a result the project schedule will be delayed, preventing the County's ability to present to the Board of Supervisors in winter 2010.

Strategic Initiative – Safe and Livable Communities

- Sustained communities and natural 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.
  - On schedule to present the County's General Plan Update and associated EIR for the Board of Supervisors' consideration by fall 2010.
  - On schedule to initiate updates on the implementing documents associated with the General Plan Update, including updates to the County Community Plans and County Zoning Ordinance by winter 2011.
  - Presented six 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. The six amendments surpassed the original target of four amendments. Ordinance amendments included Solar/Wind Ordinance, Landscape Ordnance, Farm Employee Housing, Subdivision Ordinance and two Zoning Ordinance clean-ups.

- Improved regional leadership through land use planning services and administrative functions related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities. Specifically, a new fire engine and water tender were purchased for Warner Springs Volunteer Fire Station, a water tender was purchased for the Jacumba Volunteer Fire Station and a new fire engine was purchased for the Campo Volunteer Fire Agency. Additionally, 100 new protective suits were purchased to protect the County's volunteer firefighters.
  - Remained on schedule to 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.
- Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in the unincorporated areas of the county, by presenting proposed amendments to County codes and ordinances that address issues with wildfire and subdivision design, to the Board of Supervisors by fall 2010.
- Made initial contact with the public within 24 hours of receipt of over 2,000 new code complaints. Closed over 2,000 active code enforcement cases. This effort ensured prompt resolution to violations impacting public health and safety. Performed 15 public nuisance abatements resulting in the removal of serious fire hazards and unhealthy property conditions.

Required Discipline – Customer Satisfaction

- Implemented the "one-stop-shop" building permit process including a permit center express service. This new internal routing system reduced the customer's need to hand carry applications through the permitting process, and replaced it with a team-oriented internal routing system.
- Ensured customer satisfaction with the core services provided by department staff as key indicators of the department's operational performance. Customer service priorities included solution-oriented attitude, responsiveness and promotion of clear communication. Fundamental measurements of customer service success included:
  - 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.
  - Despite reductions in number of building inspectors, the department successfully continued to provide next day inspection, ensuring that the local construction industry can move forward without delay

Required Discipline – Continuous Improvement

- Completed implementation of the Service First Initiative Phase 2 and Phase 3. Implementation of the Service First Initiative increased efficiencies of core programs associated with the land development review process, decreased processing times and costs for customers and increased customer service.

Required Discipline – Fiscal Stability

- Managed budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. Established management controls that account for fluctuations in revenue while maintaining customer service levels through staffing, process efficiencies and forward fiscal planning.

Required Discipline – Information Technology

- Remained on schedule to implement the Accela program. Accela implementation will create a collaborative environment that empowers citizens and the County by increasing accessibility and transparency of information and enable the Land Use and Environment Group's (LUEG) business processes to deliver high value quality services in the most efficient and timely manner.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Consolidated DPLU and Department of Public Works (DPW) land development counter operations into a single program. Over 60% of the counter staff are cross-trained to work multiple disciplines at various counters. This provides flexibility to adjust to customer demands each day and provide better service, using with fewer resources thus improving customer service levels

2010-12 Objectives

Strategic Initiative – Kids

- Utilizing GIS tools create a regional County parks master trails layer for the purposes of better recreational location information and public safety to benefit families and children.

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.
  - Update the Department's Biological Guidelines for Determining Significance to identify strategy for Burrowing Owl mitigation and determine which portions of the county would be eligible for replacement habitat by summer 2010.
  - Complete the 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 June 2011.
  - Complete the draft of the Otay SAMP by winter 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 Farming Program for the Board of Supervisors' consideration by fall 2010. The PACE Program will provide farmers a valuable tool to manage agricultural operations through land use.
  - Facilitate the adoption of the California Manual of Vegetation and update of the procedures for its use

Strategic Initiative – Safe and Livable Communities

- 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 collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - 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 in 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.
- 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 EIR 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 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 2011.
- 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.
- Implement the American Recovery and Reinvestment Act Energy Stimulus programs, including the Energy Code update, Green Building Program enhancement, Expedite Program and Energy Incentives Program by winter 2011.
- Utilizing GIS tools update and improve the road and addressing layers for Indian reservation lands to reflect changes in roads and landmarks on Indian reservations.

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 departments in a collaboration-based system.

Required Discipline – Continuous Improvement

- Continue implementation of the Accela program with completion in 2011. The Accela program facilitates a collaborative environment that empowers the citizens and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.

Required Discipline – Fiscal Stability

- Manage budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability.

Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with the core services provided by department staff as key indicators of the Department's operational performance. Customer service 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 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.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Building and Zoning Counter Wait Time (in minutes)	18.5	20	24[1]	24[10]	24
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	79%	60%	81%	60%	60%
Percentage of Building Inspections completed next day	100% of 28,309	100%	100% of 25,000[2]	100%[3] of 25,000	100% of 25,000
Project Planning average turnaround times (average days variance - early or late variance / amount of tasks closed on time)	1.7 days early for 8,690 tasks	2 days early for 9,000 tasks	3.5 days early for 7,705 tasks[4]	2 days early for 7,800 tasks	2 days early for 7,800 tasks
Project Planning percentage of on time performance / amount of closed tasks	70% of 8,690 tasks	80% of 9,000 tasks	76% of 7,705 tasks[5]	80% of 7,800 tasks	80% of 7,800 tasks
Project Planning average backlog in weeks (average weeks backlog = total open hours / total scheduled productive hours)	2.2	2.1	2.0 [6]	2.0	2.0
Project Planning number of discretionary projects to reach final decision and resolution	508	460[7]	396 [8]	340[9]	300[11]
New GIS layers added to the Enterprise Data Maintenance Environment (Target of 5) [12]	N/A	N/A	7	10	12

Table Notes

[1] Did not achieve 20 minute goal due to staffing reductions 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. Significant Business Process Reengineering activities implemented to contain wait times to 24 minute average and avoid larger impacts due to staffing reductions. Permit activity decreased from 3,312 permits in Fiscal Year 2008-09 to 2,000 permits for Fiscal Year 2009-10.

[2] 25,000 building inspections were conducted with 246,422 miles driven in Fiscal Year 2009-10.

[3] Some areas of the County are inspected with less than daily frequency. We have decreased inspection frequency for some of the outlying areas due to staffing reductions

[4] New measure effective Fiscal Year 2008-09. In Fiscal Year 2006-07, Project 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 original goal of this performance measure was to improve turnaround times and complete assigned tasks 1 day early on average in Fiscal Year 2008-09. At the end of June 2009, turnaround times improved to 1.7 days early. Improvement has continued during Fiscal Year 2009-10, with turnaround times for completed tasks improving to 3.5 days early.

[5] New measure effective Fiscal Year 2008-09. Typical review cycles in Project 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 original goal of this improvement measure was to improve on time performance to 80% in Fiscal Year 2008-09. Although this goal was not achieved, continual improvement has been made. On time performance improved to 70% in Fiscal Year 2008-09 and has improved has improved to 76% in Fiscal year 2009-10. A new goal of 85% on time is proposed for 2010-11.

[6] In Fiscal Year 2006-07 average backlog in weeks was 3.6 weeks. In Fiscal Year 2007-08, Project Planning reduced the average backlog to 2.3 weeks. In Fiscal Years 2008-09 and 2009-10 average backlog continued to improve to 2.2 and 2.0 weeks, respectively. The backlog primarily 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.

[8] The Department does not control the amount of Large or Small Scale projects submitted for processing; however, during Fiscal Year 2009-10 the number of new discretionary applications submitted to the Department has reduced, since Fiscal Year 2008-09. It is important to note, the reduction has been proportionally larger for Small Scale projects. Given the reduction in Small Scale project submittals, the Department has emphasized the importance of resolving many of the pending Large Scale projects. Although the overall Estimated Actuals numbers are lower than projected the Department is on target to complete more Large Scale projects than anticipated. Specifically, the Adopted Performance Measure was to resolve 460 discretionary projects. Here is the breakdown of the Adopted and Estimated Actuals for Large and Small Scale projects: Large Scale projects: Adopted: 80; Estimated Actual: 96; Exceeded Performance Measure by 20%. Small Scale project: Adopted: 380; Estimated Actual: 300; 21% under Performance Measure. Even though, overall fewer Small Scale projects are being resolved, a proportionally equal amount of Large Scale projects are being resolved, in lieu of the Small Scale projects.

[9] The Department anticipates the trend in submittals to decline and as a result the resolution of Small Scale projects to continue to decline to a proposed level of 225. Conversely, the number of Large Scale projects to reach resolution in the next fiscal year is anticipated to continue to increase and workloads are balanced and as many Large Scale projects move towards resolution. As such, it is expected that approximately 115 Large Scale projects will be resolved in the next fiscal year. The combined total for both these types of projects is proposed at 340.

[10] The Department anticipates an increase in wait times due to staffing and budget reductions.

[11] The Department anticipates a continued decline in new project applications as well as a decline in re-submittals of plans in process. As a result, the goals for Fiscal Year 2010-11 and Fiscal Year 2011-12 have been adjusted to reflect the anticipated decrease in workload.

[12] New performance measure to Department of Planning and Land Use. Beginning Fiscal Year 2010-11, SanGIS was consolidated into the Department of Planning and Land Use.

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

Staffing

Net decrease of 9.00 staff years includes transfers between divisions and other departments as follows:

- Decrease of 6.00 staff years in Support Services. Transfer of 5.00 staff years to LUEG Geographic Information Source (GIS) Support, 1.00 staff year from Building to Support Services as well as decrease of 1.00 staff year as a result of reallocation of workload within the division. Decrease of 1.00 staff year as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.
- Decrease of 5.00 staff years in Project Planning that is directly related to a reduction in the discretionary permit processing intake.

- Decrease of 11.00 staff years in Building that are directly related to a downturn in building permit and plan check activity and transfer of 1.00 staff year to Support Services to better meet the needs of the department.
- Decrease of 1.00 staff year in the Fire Authority as a result of the transfer of 1.00 staff year to LUEG GIS Support.
- Decrease of 1.00 staff year in Code Enforcement as a result of reorganization of duties within the department.
- Net increase of 11.00 staff years in LUEG GIS Support. Transfer of 4.00 staff years from Department of Public Works (DPW) Road Fund for the GIS activities, transfer of 1.00 staff year from SanGIS, transfer of 5.00 staff years from Support Services and transfer of 1.00 staff year from the Fire Authority to consolidate all GIS activities to better serve the department.
- Increase of 4.00 staff years in SanGIS. Transfer of 4.00 staff years from SanGIS to consolidate all GIS activities.

Expenditures

Net decrease of $3.0 million.

- Salaries and Benefits — net decrease of $0.1 million due to the staffing reductions listed above offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net decrease of $2.4 million.
  - Increase of $4.0 million in IT accounts for implementation and software costs for the Business Case Management System and in consultant contracts related to one-time only funding for the Fire Safety Communities Evacuation Study and Document Digitization which is offset by the completion of a portion of the General Plan Update.
  - Decrease of $6.4 million in professional services due to the completion of one-time only funding: for weed and waste abatements in contracted services related to the Fuels Reduction Program which is grant funded; and for the Fire Authority Division related to one-time projects for Volunteer Equipment purchases and station improvements for the volunteer fire stations in the unincorporated area of the county.
- Capital Assets Equipment — decrease of $1.0 million in Capital Assets accounts related to the Fire Authority Division.
- Operating Transfers Out – increase of $0.5 million related to the County Service Areas – Fire Prevention Program and Worker's Compensation Insurance for the Volunteer Firefighter Program.

Revenues

Net increase of $3.0 million.

- Intergovernmental Revenues — decrease of $2.6 million primarily related to completion of grant projects for the Fuels Reduction Program.
- Charges for Current Services — increase of $0.6 million related to the revenue for the GIS staff transferred from Department of Public Works.
- Other Financing Sources — increase of $0.4 million related to the County Service Areas – Fire Prevention Program.
- Use of Fund Balance — a net decrease of $1.3 million. A total of $13.2 million is budgeted for use in Fiscal Year 2010-11 as follows: $2.1 million of General Fund fund balance for the Fire Safety Communities Evacuation Study ($0.5 million), Document Digitization ($0.5 million), and funding of core services for Building ($0.8 million) and Fire Authority ($0.3 million); $10.5 million of Land Use and Environment Fund Balance is rebudgeted for one-time funding related to the Business Case Management System, Zoning Ordinance Update and other General Plan projects, building permit fee waivers related to Firestorm 2007, the Fire Authority program and waste and weed abatements; $0.6 million of County Service Areas fund balance is budgeted for station improvements and other maintenance projects for various fire agencies in the unincorporated area of the county.
- General Revenue Allocation — net decrease of $0.2 million which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $19.0 million due primarily to the anticipated completion of one-time projects offset by a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Support Services	20.00	20.00	14.00	(30.00)	14.00
Advance Planning	21.00	10.00	10.00	0.00	10.00
Regulatory Planning	77.00	81.00	76.00	(6.17)	76.00
Multi-Species Conservation	13.00	5.00	5.00	0.00	5.00
Building	65.00	53.00	42.00	(20.75)	42.00
Fire Prevention	14.00	13.00	12.00	(7.69)	12.00
Codes Enforcement	23.00	23.00	22.00	(4.35)	22.00
LUEG GIS Support	—	—	11.00	—	11.00
SanGIS	—	—	4.00	—	4.00
Total	233.00	205.00	196.00	(4.39)	196.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Support Services	$ 2,952,871	$ 3,075,199	$ 6,268,505	103.84	$ 2,537,983
Advance Planning	4,451,556	4,463,126	4,068,407	(8.84)	787,891
Regulatory Planning	10,137,787	10,179,389	10,859,693	6.68	9,885,177
Multi-Species Conservation	2,687,905	1,173,636	989,197	(15.72)	994,713
Building	7,048,206	6,636,050	5,450,691	(17.86)	5,372,416
Fire Prevention	17,395,780	32,598,226	24,958,789	(23.44)	14,698,215
Codes Enforcement	2,736,149	3,271,355	2,643,481	(19.19)	2,535,976
LUEG GIS Support	—	—	1,612,494	—	1,624,144
SanGIS	—	—	897,004	—	909,172
County Service Areas - Fire Prevention Program	1,167,952	1,193,148	1,874,474	57.10	1,230,554
Total	$ 48,578,206	$ 62,590,129	$ 59,622,735	(4.74)	$ 40,576,241

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 22,611,918	$ 21,857,135	$ 21,742,655	(0.52)	$ 21,553,943
Services & Supplies	24,513,468	39,054,974	36,668,227	(6.11)	18,121,100
Other Charges	23,113	23,113	—	(100.00)	—
Capital Assets Equipment	1,283,000	1,500,500	520,000	(65.34)	637,000
Operating Transfers Out	146,707	154,407	691,853	348.07	264,198
Total	$ 48,578,206	$ 62,590,129	$ 59,622,735	(4.74)	$ 40,576,241

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 580,615	$ 580,615	$ 580,615	0.00	$ 580,615
Taxes Other Than Current Secured	86,650	45,000	30,000	(33.33)	—
Licenses Permits & Franchises	4,310,745	2,348,274	2,366,762	0.79	3,472,443
Fines, Forfeitures & Penalties	375,037	564,572	586,050	3.80	628,545
Revenue From Use of Money & Property	—	—	27,500	—	27,500
Intergovernmental Revenues	695,434	13,239,815	10,642,155	(19.62)	2,262,085
Charges For Current Services	12,969,701	10,624,266	11,250,600	5.90	12,685,844
Miscellaneous Revenues	—	—	11,000	—	11,000
Other Financing Sources	146,707	189,407	587,015	209.92	159,360
Use of Fund Balance	7,033,968	14,511,364	13,231,436	(8.82)	189,247
General Revenue Allocation	22,379,349	20,486,816	20,309,602	(0.87)	20,559,602
Total	$ 48,578,206	$ 62,590,129	$ 59,622,735	(4.74)	$ 40,576,241

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Enhanced school children's safety throughout the unincorporated areas of the county.
  - Completed construction or awarded construction contracts as funding was available, for at least six (goal was five) Capital Improvement Projects that improved traffic flow around schools and provided safe routes to schools. (Sunnyside sidewalks, Olive Vista Drive, East Alvarado Sidewalks I and II, Ridgeway Drive Sidewalks, Winter Gardens Blvd Sidewalks, Cordoba Street Sidewalks)
  - Repainted and re-marked 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.
  - Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools. This represents 11% of all public schools in the unincorporated areas of the county (goal was 9%).
- Engaged children and their families in aviation activities by providing 30 tours, presentations and community events at County Airports, and through active participation in airfield events including special events at Gillespie Field Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

Strategic Initiative – The Environment

- Protected and preserved the county's water quality and watersheds.
  - Removed 28,802 cubic yards of debris from culverts (goal was 25,000), drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean in Fiscal Year 2009-10.
  - Swept 17,242 lane-miles of roadway (goal was 16,200) to clean debris from road surfaces and prevented pollution of the county's rivers, bays and ocean.
  - Provided water quality and watershed protection outreach to 5,438 students from kindergarten to 8th grade at various schools and school related events in the unincorporated areas.
  - Co-sponsored a composting and manure management workshop in Ramona in February.
- Cleaned 450 miles (goal was 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.
- Identified two roadway corridors, Bonita and Jamacha Blvd, with closely spaced signalized intersections. Developed traffic signal retiming plans and implemented traffic signal coordination.

- Inspected 5% (goal was 5%) of the County's sanitary sewer system using a remote rolling Closed-Circuit Television to detect any defects such as sags or root invasions and make proactive repairs to protect public health and the environment.
- Developed Geographic Information System layer for County sanitary sewer systems to improve efficiency and accuracy of sewer system maintenance, repair and emergency response.
- Maintained at least 50% solid waste diversion from landfills.
  - Worked with 33 private developments with permits or permits pending 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.
  - Assisted approximately 100 different multifamily complexes to start recycling.
  - Worked with over 70 hospitality businesses and franchised solid waste collectors in Alpine, Bonita, Jamul and Spring Valley to help them begin recycling.
  - Completed 15 oil collection events that recycled 80,000 gallons of used oil and 12,000 used oil filters by June 2010 (goal was 80,000 gallons and 12,000 used oil filters).
  - Held 4 tire collection events that netted 1,728 tires.
  - Helped private recycler to obtain a state Recycling Market Development Zones loan to establish the County's first ever facility to recycle tires and create crumb rubber, mulching and buffing products. The company will have capacity to process 1 million tires annually.
- Created 0.5 acres of wetland habitat offsite by 2010 to mitigate for the Valley Center Bridge site, meeting goal. On track to meet goal of restoring the 8-acre Valley Center Bridge site with native vegetation by June 2011.
- Removed Arrundo Donax and other invasive plant species covering approximately 2.8 acres at sites along the San Diego River and Hansen Creek, a tributary of the Sweetwater River.
- Created 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.
- Updated the County Public Road Standards and developed a "Flexibility in County Road Design" manual to allow flexibility in road design to better accommodate all road users.
- Held preliminary planning meetings to explore the feasibility of formation of a Community Facilities District to fund the New Development Post-Construction Stormwater Best Management Practices Inspection and Maintenance Program. Goal was to initiate this by June 2011.

Strategic Initiative – Safe and Livable Communities

- Completed McClellan-Palomar Airport Terminal Redevelopment Improvements, utilizing United States Green Building Council's Leadership in Energy and Environmental Design (LEED) standards, to enhance the comfort and safety of the flying public. These improvements were completed under budget and ahead of schedule.
- Completed the first American Recovery and Reinvestment Act of 2009 (ARRA) federally funded construction project in San Diego County, the $2.1 million Gillespie Field Taxiway reconstruction project.
- Enhanced safety for motorists and pedestrians.
  - Awarded construction contracts for twenty-one (goal of seven) (non school-related) Capital Improvement Projects in county communities that enhanced safety and improve traffic flow.
  - Identified five signalized intersections to upgrade to video-based vehicle detection system. Sought and obtained Traffic Light Synchronization Program and Highway Safety Improvement Program grant funding through application to the Caltrans Federal Highway Administration Program.
  - Prepared four road reviews to evaluate County roads with higher than statewide average collisions rates. Recommended improvement measures to help reduce the number of collisions. Short-term operational improvements, such as re-striping, are implemented immediately after road review. Regulatory changes such as recommendations for stop signs or parking prohibitions are referred to the Traffic Advisory Committee. Long-term projects, such as road realignments, are submitted as future capital improvement projects.
  - Completed installation of rumble strips on South Grade Road on Palomar Mountain to help reduce the number of motorcycle collisions on the road. This

installation "rumbles" when a vehicle crosses over the center striping, alerting the driver to stay in the lane.
  - Sought and obtained grant funding to prepare Community Right–of-Way Development Standards for Valley Center to help maintain the community's character as future road improvements are constructed.
- Provided 24-hour response throughout winter storms, including removal of numerous downed trees, removal and clean up of mud/debris flows, and snow/ice plowing in mountain areas to keep roads open and safe to travel.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensured a safe work environment by conducting 36 safety inspections at department job sites by June 2010 (goal was 36).

2010-12 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 provided safe routes to schools.
  - Review all County discretionary projects and school projects within the County and neighboring cities during the environmental process to ensure all impacts to traffic on County roads, pedestrian access and safety concerns are identified and mitigated.
  - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This helps keep children safe from motoring traffic around their schools and helps give children safe routes to get to school. 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 12 schools. This represents 10% of all public schools in the unincorporated areas of the county.
- Engage children and their families in enriching activities.
  - Encourage interest in aviation by providing 30 tours, presentations and community events at County Airports, and through active participation in airfield events including special events at Gillespie Field Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

Strategic Initiative – The Environment

- Assist Department of Environmental Health in the successful implementation of the Vector Control Remediation Program and issuance of the first Regional General Permit in the state for this type of program by June 2011. Create a database of all DPW mitigation sites/assets that help track the monitoring and maintenance requirements needed to track permit compliance and ensure successful restoration of habitat throughout the County by January 2011.
- 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.
- Protect a sustainable watershed.
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
  - Remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean.
  - Sweep 16,200 lane-miles of roadway to clean debris from road surfaces and prevented pollution of 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 to ease traffic congestion and delays. Document improvements to air quality and pollutant emissions by measurable reductions in number of vehicle stops.
- Restore the 8-acre Valley Center Bridge Site with native vegetation by June 2011.
- Work to maintain at least 50% solid waste diversion from landfills.
  - Work with all private developments with permits or permits pending (estimated 35-50) that have 40,000 square feet of more of building space, to increase

tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 90 percent of inert materials and 50 percent of other recyclable materials.
  - Recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2011.
  - Reach approximately 90 multifamily complexes and start recycling.
  - Work with at least 50 hospitality businesses to begin recycling.
  - Complete 5 oil collection events and 4 tire collection events in communities.
- Complete three public outreach presentations to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.

Strategic Initiative – Safe and Livable Communities

- Update Sewer Facility Master Plans for Lakeside, Alpine, Spring Valley and Winter Gardens Sanitation Districts that will identify and prioritize capital improvements to reduce the risk of sewer spills and facilitate implementation of the County's General Plan.
- Enhance safety for motorists and pedestrians by awarding construction contracts for seven (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
- Enhance flood control by updating four Drainage Master Plans (40% of County's special drainage areas) serving various communities throughout the County.
- Complete development of a real-time flood forecasting model and protocol to predict the extent of river flooding to be used for major rivers in the unincorporated areas.
- Prepare four road reviews to evaluate County roads with higher than statewide average collisions rates and recommend implementation measures to help reduce the number of collisions.
- Seek grant funding to prepare Community Right-of-way Development Standards for two communities to help maintain community's character as future road improvements are constructed.

Required Discipline – Fiscal Stability

- Reorganize Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to County ratepayers, enhance abilities to respond to emergent operational and capital needs, and simplify administration of County sanitation services.

Required Discipline – Continuous Improvement

- Ensure a safe work environment by conducting 40 safety inspections at department job sites by June 2011.

Related Links

For additional information about the DPW, refer to the Web site at http://www.sdcounty.ca.gov/dpw/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
School zone circulation improvements identified and implemented at existing public schools in the unincorporated areas of the county for pedestrians, bicyclists, buses, and automobiles	11 % of 116	9% of 116	11% of 116	10% of 116	10% of 116
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools[1]	100%	100%	100%	100%	100%
Number of cubic yards removed through DPW Roads/Drainage waste/debris removal to protect water quality	29,180	25,000	28,802	25,000	25,000
New construction sites that utilize erosion control measures[2]	100% of 30	100% of 35	100% of 33	100% of 35	100% of 35
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts[3]	480	450	455	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]	17	12	27[4]	12	12

Table Notes

[1] This measure includes both open and closed projects occurring through the fiscal year. The value to the public of this measure is that 100% of development projects adjacent to schools are addressed for safety issues, which is very important for children's' safety and well-being. Due to the economic downturn, many projects are open for a longer period of time and fewer are closing quickly. This is impacting the number of projects being overseen by the private development construction inspection team. DPW continues to get new right of way permits routinely and so the numbers overseen fluctuate greatly.

[2] The County has active Public Works construction sites and must maintain proper stormwater controls throughout construction to ensure they will not cause pollution (such as silt and debris) to enter our watersheds. No matter how many construction sites there are, all sites must have controls.

[3] There are 450 miles of sewer mains in County systems; some are re-cleaned during the year.

[4] This reflects the number of major Capital Improvement Projects (CIP) initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety. The large increase in CIP projects compared to the target number was due to the difference in ongoing revenue projections vs. one-time funding opportunities that occurred mid-year. The County received unanticipated funding from both State and federal sources. The new goal represents only ongoing, certain funding for the next fiscal year.

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

Staffing

Decrease of 29.00 staff years to align expenditures with ongoing revenue.

- Decrease of 25.00 staff years in the Road Fund: 24.00 staff years due to changes in the economy and vulnerability of Highway Users Tax revenue; and 1.00 staff year due to organizational change.
  - Decrease of 8.00 staff years in the Transportation Program to align expenditures with available gas tax revenue. The service level impact will be minimized by improved efficiencies in performing regulatory activities.
  - Decrease of 10.00 staff years in the Land Development Program resulting from decreased developer deposit revenue and decreased workload. The service level impact will be minimized by improved efficiencies in performing regulatory activities.
  - Decrease of 7.00 staff years in the Management Services Program includes deletion of 1.00 staff year as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office. The service level impact will be minimized by improved efficiencies in performing regulatory activities in Environmental Services. Support services will be reduced with the decrease in staff years in Financial Services, Department Administration and Personnel.
- Decrease of 3.00 staff years in the General Fund due to declining General Purpose Revenue. The reductions are in the Watershed Protection Program (WPP). Impacts to WPP will be a continued freeze of 3.00 staff years and a slow down in use of professional services for continued stormwater permit compliance. While this will not result in an immediate violation, compliance with increasing permit requirements will become increasingly difficult, especially in new permit areas such as Bacteria Total Maximum Daily Load (TMDL) requirements.
- Decrease of 1.00 staff years in the Wastewater Enterprise Fund due to the closure of the Descanso Detention Facility. This staff year was assigned to Descanso which is now closed and there is no impact to the Wastewater Enterprise Fund associated with the decrease.

Expenditures

Increase of $52.1 million.

- Salaries and Benefits — net decrease of $1.1 million due to the reduction of 29.00 staff years ($3.6 million) partially offset by a negotiated 2% wage increase and mid-year 5% flex benefit increase ($2.5 million).
- Services and Supplies — net increase of $26.2 million primarily due to an increase in contracted road services, an increased contribution to the equipment Internal Service Funds (ISF) and increased costs from the City of San Diego Metropolitan Wastewater department for the transportation of wastewater.
- Other Charges — net decrease of $3.5 million due to completion of right-of-way acquisition for Lawson Valley Bridge, Valley Center Road Bridge and Viejas Bridge and an increase in right-of-way acquisition for new projects ($1.7 million) a $0.3 million decrease in budgeted structures depreciation expenses in Airports and a $5.0 million decrease in the contribution to the Environmental Trust Fund due to the deletion of $9.0 million in one-time funding for Fiscal Year 2009-10 and an increase of $4.0 million in one-time funding for Fiscal Year 2010-11 partially offset by increases in equipment depreciation in the equipment ISFs and infrastructure depreciation expenses in the Sanitation Districts ($0.1 million).
- Capital Assets/Land Acquisition — net increase of $0.7 million in capital assets due primarily to increased costs of capital improvement projects in the Sanitation Districts.
- Capital Assets Equipment — net decrease of $2.1 million due to planned modification of vehicles instead of new purchases to accommodate a reduction in number of DPW fleet vehicles to achieve department savings.
- Reserve/Designation Increase — increase of $32.1 million in replacement reserves in the Sanitation Districts for system replacement.
- Operating Transfers Out — decrease of $0.3 million due to closure of Descanso Detention facility and decrease in transfer between the Equipment Operation ISF and Equipment Acquisition Road Fund ISF offset by an increase from Special Aviation fund to the Airport Enterprise Fund for anticipated State Aid grant funding.

Revenues

Increase of $52.1 million.

- Taxes Current Property — increase of $0.3 million due to special assessments for the Permanent Road Division, County Service Areas and Lighting District.
- Taxes Other Than Current Secured — decrease of $2.1 million due to a reduction in TransNet sales tax budgeted for projects in the Road Fund.
- Licenses, Permits & Franchises — increase of $0.2 million due to passenger facility charges at County operated airports and a change in reporting of citation revenue from Fines, Forfeitures and Penalties to Licenses, Permits and Franchises.
- Fines, Forfeitures & Penalties — decrease of $0.03 million due to a change in reporting of citation revenue from Fines, Forfeitures & Penalties to Licenses, Permits & Franchises.
- Revenue from Use of Money & Property — Net decrease of $1.7 million includes a $1.7 million decrease due to a reduction in fund balance in the Road Fund and declining interest rates on investments and deposits, a $0.6 million decrease in rent and concession revenue due to change in recording equity payments from Airport rents to long term receivables, and a decrease of $0.1 million in royalties due to lower fuel sales at airports and the change in ownership of the fuel farm at Borrego Airport, partially offset by an increase of $0.1 million for parking lot use fees at County operated airports and a $0.6 million increase in equipment rental operating fees and original cost replacement in the equipment acquisition ISFs.
- Intergovernmental Revenues — Net increase of $24.6 million includes: an increase of $27.7 million in Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality and Port Security* funding for projects in the Road Fund; an increase of $21.5 million in the State *Highway Users Tax Account (HUTA);* an increase of $0.2 million for right-of-way rental from the California Highway Patrol; a $0.2 million increase in State match revenue from the *Regional Surface Transportation Program (RSTP) Federal Exchange and State Match Program*; an increase of $0.1 million in *State Construction Other* for new projects; an increase of $1.1 million in *Federal Aid Highways* construction projects in the Road Fund partially offset by a $19.6 million decrease in *Traffic Congestion Relief* (*Proposition 42)* to reflect the repeal of sales tax on gasoline *(Proposition 42)*; a decrease in *Federal Highway Administration* funding of $2.3 million for bridge projects completed or near completion; a decrease of $0.2 million in *State Aid for Aviation* ; a $0.9 million decrease in *State Aid-Other State Grants* for various completed grant projects; a $0.1 million State Aid-State Oil Grant due to the declining availability of State discretionary funding for recycling programs; a $2.0 million decrease in *Federal Aid Airports* for completed projects; a $1.0 million decrease for Federal Aid for disaster for Firestorm 2007; and a $0.3 million decrease in Community Development Block Grant funding due to completion of projects.
- Charges for Current Services — net decrease of $9.0 million includes: a decrease of $2.2 million due to completion of projects funded by *Transportation Impact Fee*; a decrease of $1.7 million due to decreased services provided to property owners; a $1.2 million decrease due to fewer capital improvement projects generating shared cost from other governments; a $1.1 million decrease in other charges current services due to a decreased contribution from the Environmental Trust Fund for landfill operations, a decreased contribution from special drainage areas for Flood Control projects due to completion of projects, and reduced rates for Campo Hills Water District; a $3.2 million decrease in services to other County departments and completion of various projects; and a $0.2 million decrease in fewer projected road and street services and cogeneration sales of gas at San Marcos. A partially offsetting increase of $0.6 million is due to increases in sanitation sewer charges and solid waste tonnage fees.
- Miscellaneous Revenues — net increase of $1.0 million primarily due to increase in revenue from insurance for Firestorm recovery claims.
- Other Financing Sources — net decrease of $0.3 million due to a decrease in operating transfer between the Equipment Operation ISF and Equipment Acquisition Road Fund ISF and cancellation of a transfer from the DPW General Fund for Descanso to the Wastewater Enterprise Fund offset by an increase from the Special Aviation a Fund to the Airport Enterprise Fund for State Aid Aviation grant.
- Reserve/Designation Decreases — increase of $8.7 million for capital improvement projects in Spring Valley, Alpine and Lakeside Sanitation districts.
- Use of Fund Balance — net increase of $30.9 million. Budgeted use of $73.8 million of Fund Balance includes:
  - One-time funding of $60.3 million budgeted for one-time projects in various DPW funds including traffic signal, intersection improvements, road reconstruction and road maintenance projects in the Road Fund identified as Fiscal Year 2008-09 *Prop 1B*

funded; equipment purchases in the DPW Internal Service Equipment Acquisition funds; capital projects and the match for Federal Aviation Administration projects in the Airport Enterprise Fund; one-time Capital Improvement Plan projects in the Sanitation Districts; a one-time increase to replacement reserves in various 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 General Fund fund balance of $5.25 million includes $4.0 million for the Environmental Trust Fund to sustain operations in future years at County maintained landfills, $0.75 million for Campo Wastewater Plant upgrades to remedy deficiencies in aging treatment plant, and $0.5 million for document digitization to decrease paper storage in advance of moving to new County Operations Center campus.
- Rebudget of $8.3 million of Land Use and Environment Group fund balance in DPW General Fund for one-time projects that will continue into FY 2010-11: Woodside Avenue Drainage FEMA Match, Pesticide Reduction and Residential Pest Management (NPDES), Algae Research of Rainbow Creek, Low Water Web Cameras for flood control, Internet Rainfall Data Service, Sweetwater-Prospect-Euclid underground utility conversion project, Valley Center Heritage Trail project, Inland Rail Trail project and implementation of enterprise Business Case Management System in DPW.

- General Purpose Revenue Allocation — decrease in general purpose revenue of $0.4 million in the Watershed Protection Program (WPP) reflects the management of limited County resources in the current economic environment. General purpose revenue funds DPW ongoing programs: Watershed Protection Program, Underground Utility Districts, Permanent Road Division/County Service Area Formations and an operating transfer for Rancho Del Campo Water and Campo sewer. Impacts to WPP will be a continued freeze of 2.00 staff years and a slow down in use of professional services for continued stormwater permit compliance. While this will not result in an immediate violation, compliance with increasing permit requirements will become increasingly difficult, especially in new permit areas such as Bacteria Total Maximum Daily Load (TMDL) requirements.

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

Net decrease of $96.9 million includes a $1.6 million increase in Salaries and Benefits which reflects a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12; offset by a decrease of $45.1 million in Services and Supplies due to the projected completion of projects; a decrease of $11.1 million in Other Charges primarily due to the completion of right-of-way for major projects in Fiscal Year 2010-11; the elimination of one-time funding of $4.0 million for the Environmental Trust Fund and decrease in budgeted structures and equipment depreciation expenses; a $9.4 million decrease in Capital Assets/Land Acquisition due to completion of capital projects in the Sanitation Districts; a decrease of $0.5 million due to reduced spending in the equipment acquisition funds; a $32.1 million decrease in Reserve/ Designation Decrease due to one-time prior year usage in Fiscal Year 2010-11; and a $0.4 million decrease in Operating Transfers Out for the funding transfer to the equipment acquisition ISF for the Road Fund.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Transportation Program	216.00	212.00	204.00	(3.77)	204.00
Land Development Program	115.00	95.00	85.00	(10.53)	85.00
Engineering Services Program	72.00	74.00	74.00	0.00	74.00
Solid Waste Management Program	19.00	18.00	18.00	0.00	18.00
Management Services Program	56.00	57.00	50.00	(12.28)	50.00
General Fund Activities Program	26.00	32.00	29.00	(9.38)	29.00
Airports Program	35.00	35.00	35.00	0.00	35.00
Wastewater Management Program	40.00	40.00	39.00	(2.50)	39.00
Total	579.00	563.00	534.00	(5.15)	534.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Transportation Program	$ 34,388,965	$ 32,655,869	$ 35,941,335	10.06	$ 35,951,474
Land Development Program	17,220,183	15,616,141	15,053,372	(3.60)	15,299,981
Engineering Services Program	45,237,135	42,583,267	69,258,350	62.64	30,576,894
Solid Waste Management Program	10,665,883	8,433,947	6,399,817	(24.12)	5,923,453
Management Services Program	11,781,697	13,735,237	11,582,405	(15.67)	11,438,840
General Fund Activities Program	14,893,405	25,743,494	22,407,788	(12.96)	8,021,459
Airports Program	24,116,973	18,298,838	16,159,561	(11.69)	13,226,972
Wastewater Management Program	6,679,999	6,548,869	6,717,074	2.57	6,834,011
Sanitation Districts	30,121,697	30,300,225	65,705,450	116.85	26,404,294
Flood Control	7,283,617	7,274,853	7,147,806	(1.75)	7,045,967
County Service Areas	654,093	603,370	515,389	(14.58)	515,389
Street Lighting District	1,677,334	1,757,463	1,663,654	(5.34)	1,663,654
Permanent Road Divisions	7,562,920	8,614,712	8,278,463	(3.90)	8,278,463
Equipment ISF Program	11,210,550	13,059,669	10,524,548	(19.41)	9,253,665
Total	$ 223,494,451	$ 225,225,954	$ 277,355,012	23.15	$ 180,434,516

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 63,243,436	$ 61,786,745	$ 60,706,208	(1.75)	$ 62,332,458
Services & Supplies	122,573,863	121,810,753	148,025,410	21.52	102,938,029
Other Charges	12,216,704	23,818,078	20,320,144	(14.69)	9,258,064
Capital Assets/Land Acquisition	18,648,695	11,533,000	12,274,500	6.43	2,892,000
Capital Assets Equipment	4,188,000	4,623,000	2,506,000	(45.79)	1,987,000
Reserve/Designation Increase	25,047	—	32,144,972	—	—
Operating Transfers Out	2,598,706	1,654,378	1,377,778	(16.72)	1,026,965
Total	$ 223,494,451	$ 225,225,954	$ 277,355,012	23.15	$ 180,434,516

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 5,143,195	$ 5,075,076	$ 5,370,688	5.82	$ 5,345,689
Taxes Other Than Current Secured	14,186,598	11,243,398	9,158,793	(18.54)	7,295,453
Licenses Permits & Franchises	365,918	—	166,000	—	166,000
Fines, Forfeitures & Penalties	36,000	36,000	—	(100.00)	—
Revenue From Use of Money & Property	21,441,776	21,157,303	19,471,772	(7.97)	18,531,756
Intergovernmental Revenues	77,579,540	72,671,697	97,223,117	33.78	69,819,635
Charges For Current Services	50,270,703	63,964,258	54,974,114	(14.05)	55,655,080
Miscellaneous Revenues	10,798,230	297,465	1,279,098	330.00	249,125
Other Financing Sources	2,598,706	1,654,378	1,377,778	(16.72)	1,026,965
Reserve/Designation Decreases	1,793,382	—	8,650,112	—	—
Use of Fund Balance	33,066,767	42,904,232	73,795,812	72.00	16,315,085
General Revenue Allocation	6,213,636	6,222,147	5,887,728	(5.37)	6,029,728
Total	$ 223,494,451	$ 225,225,954	$ 277,355,012	23.15	$ 180,434,516

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 (CSG) 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.

2009-10 Anticipated Accomplishments

The departments of the CSG have supported the Strategic Initiatives in this era of diminishing resources through prioritization of programs that deliver services to the public and adherence to the Required Disciplines that generate efficiency in government. Their individual achievements are detailed in subsequent sections. Some examples are:

- Maintained over 88,000 hours of operation at libraries, even as funding has decreased.
- Took advantage of grant funding made available through the American Recovery and Reinvestment Act in support of the County's Strategic Energy Plan (Energy Efficiency and Conservation Block Grant of $5.1 million), fire protection equipment and other community enhancements (Community Development Block Grants-Recovery of $1.3 million), and homelessness prevention (Homelessness Prevention and Rapid Re-Housing grant of $1.9 million).

- Made the availability of public safety vehicles a priority by performing timely maintenance and upkeep on fire apparatus (95% availability) and patrol vehicles (97% availability).
- Provided funding for the design and development of a new fire station in Lakeside and for the improvement of riverside trails in the same community.
- Planned and managed construction of new County facilities, such as the new Ramona and Fallbrook libraries, the County Operations Center and San Pasqual Academy, to LEED standards.
- Reduced electricity consumption at County facilities by 1% per square foot.
- Reduced emissions in County vehicles and fuel consumption by County employees by 5%.

2010-12 Objectives

The CSG Objectives reflect the departments' diverse activities as well as their unified commitment to customer service. Departments have individual objectives related to all aspects of the Strategic Plan. The following are some of their objectives:

- Maintain the planned schedule of library operations of 88,400 hours open.
- Complete the construction of new libraries in Ramona, Fallbrook and Lincoln Acres, and the expansion of the Cardiff library.

- Begin construction on Phase 1B of the County Operations Center redevelopment.
- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption into a new home.
- Implement a pilot Tenant-Based Rental Assistance Program for homeless veterans and their families
- Conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

Reduced staff and funding for many programs have necessitated improved, more efficient operations. CSG Departments propose investments in technology, reengineering of business processes, redesign of the places they do business, and training the "knowledge workers" of the future. Objectives to these ends include:

- Installing mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
- Implementing the Marketplace model for library branches that includes retail management techniques of physical layout and display.
- Completing the self-checkout and Radio Frequency Identification technology projects at 13 additional library branches.
- Maximizing postage discounts by bar coding at least 95% of all standard business letters.
- Utilizing video-conferencing, Web-based interactive presentations, and other alternatives to staff travel.
- Migrating to electronic records rather than paper-based, including Community Development files, procurement information and processes such as bid packages delivered on the Internet rather than in person.
- Improving mail ballot processing by investing in new equipment.

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: 2009-10 to 2010-11

Staffing

Decrease of 1.00 staff year, resulting in less support for CSG departments.

Expenditures

Net increase of $0.3 million.

- Salaries and Benefits — decrease of $0.1 million primarily as a result of a decrease in staffing.
- Services and Supplies — net increase of $0.4 million due to $0.6 million for one-time projects to enable efficiency in procurement and to analyze County departments' space needs for facilities planning, partially offset by decrease of $0.2 million due to staff reduction and reductions necessitated by the overall economic downturn.

Revenues

Net increase of $0.3 million.

- Use of Fund Balance — increase of $0.6 million for one-time projects to enable efficiency in procurement and to analyze County departments' space needs for facilities planning. Total fund balance of $3.8 million also includes $3.25 million in management reserves for department contingencies and emergencies.
- General Revenue Allocation — decrease of $0.2 million, which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $0.6 million primarily due to one-time projects that do not recur in Fiscal Year 2010-11, partially offset by an increase in salaries and benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Group Executive Office	9.00	9.00	8.00	(11.11)	8.00
Animal Services	126.00	125.00	123.00	(1.60)	123.00
County Library	317.00	317.00	290.25	(8.44)	290.25
General Services	338.00	345.00	334.00	(3.19)	334.00
Housing & Community Development	102.00	102.00	102.00	0.00	102.00
Purchasing and Contracting	58.00	58.00	58.00	0.00	58.00
Registrar of Voters	63.00	63.00	63.00	0.00	62.00
Total	1,013.00	1,019.00	978.25	(4.00)	977.25

Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Group Executive Office	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315
Animal Services	14,233,601	14,458,148	14,475,920	0.12	14,558,711
County Library	45,613,633	41,313,536	36,763,619	(11.01)	33,574,452
General Services	155,267,606	166,097,547	164,399,373	(1.02)	166,168,312
Housing & Community Development	35,869,453	31,671,025	22,403,457	(29.26)	22,258,048
Purchasing and Contracting	9,249,249	21,175,646	11,162,948	(47.28)	10,777,510
County of San Diego Redevelopment Agency	10,579,047	13,575,911	9,074,112	(33.16)	7,956,782
Registrar of Voters	24,232,644	18,688,606	20,046,031	7.26	27,490,819
Total	$ 303,734,044	$ 313,327,123	$ 284,938,775	(9.06)	$ 288,847,949

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Executive Office	9.00	9.00	8.00	(11.11)	8.00
Total	9.00	9.00	8.00	(11.11)	8.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Executive Office	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315
Total	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 1,500,398	$ 1,578,302	$ 1,429,920	(9.40)	$ 1,452,142
Services & Supplies	3,938,413	1,518,402	1,933,395	27.33	1,361,173
Management Reserves	3,250,000	3,250,000	3,250,000	0.00	3,250,000
Total	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315

Budget by Categories of Revenue

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 762,266	$ 829,836	$ 791,836	(4.58)	$ 791,836
Use of Fund Balance	4,571,000	3,250,000	3,800,000	16.92	3,250,000
General Revenue Allocation	3,355,545	2,266,868	2,021,479	(10.83)	2,021,479
Total	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315

Animal Services

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 26,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

Mission Statement

To protect the health, safety and welfare of people and animals.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted child safety and injury prevention by offering 80 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. Over 5,000 children read a targeted number of books and DAS donated over 2,000 pounds of pet food to needy families with pets.
- 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, and 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 (WAY), the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department provided job training opportunities to three WAY, four PIMA and six Mesa College students.

Strategic Initiative – Safe and Livable Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption.
- Ensured 100% of all dogs and cats that could be safely vaccinated were vaccinated within 24 hours of intake at each shelter.
- To ensure continued physical and emotional stability, veterinary staff evaluated all animals that remained in the care of DAS more than 60 days.
- Ensured that 90% (26,978 of 28,700) of patrol responses were on time according to department protocols for responding to various levels of priority calls.
- Participated in four Community Emergency Response Team (CERT) meetings to inform and educate communities on emergency preparedness for their pets.
- Developed a Responsible Pet Ownership program for animal law violators to teach responsible pet ownership and to reduce the burden on the court system. Conducted nine classes.

Required Discipline – Customer Satisfaction

- Achieved a 4.70 customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Made eight 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 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 – Skilled, Adaptable and Diverse Workforce

- Continued to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

Required Discipline – Continuous Improvement

- Ensured at least 67% of an estimated 26,000 sheltered dogs and cats were reunited with their owner or adopted into a new home.
- The goal of euthanizing no more than 15.9% of treatable animals was not met due to the deteriorating economy and related relinquishment of animals with serious medical conditions. The Department euthanized 28% of its treatable animals.
- Did not meet goal of reducing the number of in-house sterilization surgeries by 33% (500) due to a shortage of medical staff available to perform these surgeries and an increased workload required for other veterinary care. Anticipate performing 1,491 in-house sterilization surgeries in Fiscal Year 2009-10, which is 9% (148) fewer than Fiscal Year 2008-09 (1,639).
- Developed and implemented two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue. The Department improved its Over-the-Counter Dog License Application Process and its Kennel Inventory Process. The Department reduced the number of steps required in the dog license application, thus making it more efficient and streamlined the kennel inventory process making it faster and more accurate.

2010-12 Objectives

Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations per year to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

Strategic Initiative – Safe and Livable Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensure 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake at each shelter.
- Evaluate 100% of all animals in the shelters longer than 60 days by veterinary and behavior staff, to ensure the physical and emotional stability of the animals in a shelter environment.
- Ensure at least 94% of an estimated 28,700 patrol responses are on time according to department protocols for responding to various levels of priority calls.
- Participate in four Community Emergency Response Team (CERT) meetings per year to inform and educate communities on emergency preparedness for their pets.
- Conduct six classes per year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.

Required Discipline – Customer Satisfaction

- Ensure customers are satisfied with the services provided. A key indicator of how well service is provided will be to achieve a 4.72 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Make eight presentations per year to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention 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 into a new home.
- 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) each year over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

Strategic Initiative – Information Technology

- Develop and implement mobile networking capability to all patrol vehicles. Install wireless laptop computers in each patrol vehicle to improve efficiency and accuracy of information, and to allow longer service in the field for the communities and cities that the department serves.

Related Links

For additional information about the Department of Animal Services, refer to the Web site at http://www.sddac.com/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Sheltered dogs and cats either adopted or reunited with owners	64.5% of 23,382[1]	68.8%	67% of 26,000	68.8%	68.8%
On-time patrol response	92.2% of 29,664 calls	94.4%	90% of 28,700 calls	94.4%	94.4%
Adoptable shelter animals euthanized	0%	0%	0%	0%	0%
Euthanized animals that were treatable[3]	15.9%	15.9%	28%[4]	15.9%	15.9%
Customer Satisfaction Rating[5]	4.67	4.70	4.70	4.72	4.72

Table Notes

[1] Based on 23,382 dispositioned dogs and cats.

[2] Patrol time response standards, varying by urgency of call, are established by contract with client cities.

[3] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[4] The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

[5] Scale of 1 to 5, with 5 being "excellent."

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

Staffing

Decrease of 2.00 staff years. These positions are administrative in nature and their loss will impact the department's ability to manage and coordinate some internal programs. This workload will be absorbed by other staff due to reengineered processes and technology investments and will not affect service delivery levels.

Expenditures

Net increase of $0.02 million.

- Salaries and Benefits — net increase of $0.27 million due to negotiated wage and benefit increases, and higher levels of overtime and temporary help to align the budget with recent cost trends.
- Services and Supplies — net decrease of $0.26 million due to reduced major maintenance and professional services' costs offset by increases in IT costs for mobile capability in patrol cars.
- Capital Assets Equipment — net increase of $0.01 million for flatbed trailers for towing equipment in the event of an emergency or disaster related event.

Revenues

Net increase of $0.02 million.

- Licenses, Permits & Franchises — net decrease of $0.02 million due to decreases in pet licensing.
- Charges for Current Services — net increase of $0.03 million to align revenue with recent trends.
- Use of Fund Balance — net decrease of $0.01 million due to decreased one-time funding projects. Budgeted Fund Balance of $0.1 million will be used for one-time

purchase of needed replacement cat caging and two flatbed trailers for towing emergency equipment.

- General Revenue Allocation — net increase of $0.02 million for the County's proportion of shared costs.

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

Net increase of $0.1 million is the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a reduction in Capital Assets Equipment due to prior year one-time expenditures.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Animal Services	126.00	125.00	123.00	(1.60)	123.00
Total	126.00	125.00	123.00	(1.60)	123.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Animal Services	$ 14,233,601	$ 14,458,148	$ 14,475,920	0.12	$ 14,558,711
Total	$ 14,233,601	$ 14,458,148	$ 14,475,920	0.12	$ 14,558,711

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 10,008,539	$ 9,908,726	$ 10,175,495	2.69	$ 10,265,790
Services & Supplies	4,039,359	4,519,422	4,260,425	(5.73)	4,292,921
Capital Assets Equipment	185,703	30,000	40,000	33.33	—
Total	$ 14,233,601	$ 14,458,148	$ 14,475,920	0.12	$ 14,558,711

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 2,303,714	$ 2,205,500	$ 2,181,409	(1.09)	$ 2,205,500
Fines, Forfeitures & Penalties	13,000	3,000	3,000	0.00	3,000
Revenue From Use of Money & Property	50,000	50,000	50,000	0.00	50,000
Charges For Current Services	8,770,151	9,445,433	9,475,511	0.32	9,643,211
Miscellaneous Revenues	35,100	26,000	26,000	0.00	26,000
Use of Fund Balance	280,703	146,000	140,000	(4.11)	—
General Revenue Allocation	2,780,933	2,582,215	2,600,000	0.69	2,631,000
Total	$ 14,233,601	$ 14,458,148	$ 14,475,920	0.12	$ 14,558,711

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Maintained the 2009 youth summer reading enrollment with 30,100 participants by involving parents and caregivers in library-sponsored literacy activities.
- Maintained the number of baby story times offered at more than 11 programs per month to expose families to library services and promote early literacy activities in families by conducting 313 programs.

Strategic Initiative – Safe and Livable Communities

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and the San Diego County Library (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.
  - Met the planned Annual Average Circulation per item.
  - Maintained participation in adult programs that promote lifelong learning.

Required Discipline – Continuous Improvement

- Implemented Link + which substantially replaces the Inter-Library Loan (ILL) process, resulting in savings in postage, increased availability of library materials, and elimination of most of the trips to branch libraries by SDCL customers that were required by the ILL process.

Required Discipline – Information Technology

- Implemented a Radio Frequency Identification (RFID)-based system in more than 22 branches, increasing the ability of library customers to check out items themselves and increasing the efficiency of library operations.

2010-12 Objectives

Strategic Initiative – Kids

- Maintain the 2010 youth summer reading enrollment of 29,000 participants 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 – 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 the SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.
  - Provide virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.

- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Meet the planned Annual Average Circulation per item.
  - Maintain participation in adult programs that promote lifelong learning by serving 54,000 participants.

Required Discipline – Continuous Improvement

- Complete implementation of the SDCL Marketplace model by successfully implementing retail management techniques and display to library materials merchandising and branch layout to increase the capacity of SDCL to serve residents of San Diego County and increase the access of the residents to library resources.

Required Discipline – Information Technology

- Complete implementation of the Radio Frequency Identification (RFID)-based system at 13 additional branches/bookmobiles to extend RFID to all 35 service outlets to increase the efficiency of library operations by increasing the ability of library customers to check out items themselves.

Related Links

For additional information about the County Library, refer to the Web site at http://www.sdcl.org/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Library hours open[1]	86,127	86,150	88,482	88,400	88,400
Annual average circulation per item[2]	5.44	4.75	6.12	6.68	7.25
Annual San Diego County Library Web hits[3]	30,283,606	35,000,000	104,687,000	111,000,000	118,000,000
Specialty subscription database usage per capita[4]	0.86	1.00	1.12	1.12	1.12
Use of SDCL virtual library services per capita[5]	2.14	2.25	2.41	2.41	2.41
Average satisfaction rating[6]	4.60	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]	4.29	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[8]	5,263,761	5,350,000	5,608,575	6,000,000	6,300,000

Table Notes

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2009-10 Actual is higher than Adopted levels due to redesigned staffing plans which allowed an increase in hours open to the public without adding staff or staffing costs.

[2] Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection.

[3] Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons and reflects current Internet traffic on the SDCL Web site. The Library experienced a significant increase because of a redesign of the library Web site to meet the needs of customers.

[4] Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. The specialty subscription database usage per capita shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some database services.

[5] Use of the SDCL virtual library services per capita measures the use of premium databases, E-Books, audio downloads and Web renewals by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. The SDCL virtual library services usage per capita baseline usage shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some virtual services.

[6] On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

[7] On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

[8] The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "people counters" that are installed at the entrance of each Branch Library. The measurement increases show the growth in use of physical library services.

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

Staffing

Decrease of 26.75 staff years to align staffing with available resources. Although the impact will be partially mitigated by automation, customer services (e.g., answering general and reference questions, presenting programs, assisting with material location, making materials recommendations, etc.) will be decreased and delays in services will result. Hours of operation, however, will be maintained.

Expenditures

Decrease of $4.6 million to align expenditures with available resources.

- Salaries and Benefits — decrease of $1.5 million due to staffing reductions and anticipated vacancies.
- Services and Supplies — decrease of $2.1 million due to reductions in purchases of library materials and reductions in public programs, training and travel, minor equipment, facilities maintenance and upgrades, office expenses, computers, security guards and other services and supplies. The reductions directly reflect the impact of the downturn in the economy.
- Management Reserves — decrease in Management Reserves of $1.0 million.

Revenues

Decrease of $4.6 million to reflect anticipated resources.

- Taxes Current Property — decrease of $1.5 million to reflect declining property valuations.
- Taxes Other Than Current Secured — decrease of $1.0 million to reflect declining trends in revenues from property taxes and to re-categorize revenues.
- Revenue from the Use of Money and Property — decrease of $0.1 million to align with anticipated revenues due to lower interest rates and cash balance.
- Intergovernmental Revenues — increase of $0.4 million to align with anticipated revenues resulting from re-categorization of revenues.
- Charges for Current Services — increase of $0.2 million due to implementation of automated charges for printing and copying.
- Miscellaneous Revenue — increase of $2.4 million due to increased donations from the Friends of the Library for Fallbrook and Ramona in support of new libraries in those communities.
- Other Financing Sources — decrease of $1.9 million in General Fund support, which reflects the impact of the downturn in the overall economy.
- Use of Fund Balance — decrease of $3.0 million due to completion of one-time automation projects and a decrease in budgeted Management Reserves. Budgeted Fund Balance of $1.8 million is for Management Reserves, library automation equipment and other IT projects, and renovations in branches. These one-time projects will enable greater efficiency for the lower levels of staffing.

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

Net decrease of $3.2 million is the result of a $3.3 million decrease in Services and Supplies, primarily due to completion of one-time acquisition of furniture, fixtures and equipment for the Fallbrook and Ramona Branch Libraries, and additional reductions in computers, discretionary renovations and library materials. This decrease is partially offset by an increase of $0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Library Operations and Administration	23.50	24.25	22.25	(8.25)	22.25
Library Professional & Technical Support Service	50.25	47.25	42.75	(9.52)	42.75
Library Branch Operations	243.25	245.50	225.25	(8.25)	225.25
Total	317.00	317.00	290.25	(8.44)	290.25

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Library Operations and Administration	$ 8,117,064	$ 6,361,232	$ 5,674,979	(10.79)	$ 5,077,370
Library Professional & Technical Support Service	17,414,179	12,801,490	7,167,552	(44.01)	7,029,451
Library Branch Operations	20,082,390	22,150,814	23,921,088	7.99	21,467,631
Total	$ 45,613,633	$ 41,313,536	$ 36,763,619	(11.01)	$ 33,574,452

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 22,601,139	$ 23,012,215	$ 21,525,869	(6.46)	$ 21,669,668
Services & Supplies	22,012,494	16,801,321	14,737,750	(12.28)	11,404,784
Management Reserves	1,000,000	1,500,000	500,000	(66.67)	500,000
Total	$ 45,613,633	$ 41,313,536	$ 36,763,619	(11.01)	$ 33,574,452

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 28,981,792	$ 29,753,963	$ 28,235,612	(5.10)	$ 28,235,612
Taxes Other Than Current Secured	983,806	1,356,442	375,192	(72.34)	375,192
Revenue From Use of Money & Property	360,835	260,835	122,900	(52.88)	122,900
Intergovernmental Revenues	971,905	758,927	1,149,817	51.51	1,149,817
Charges For Current Services	2,041,367	1,471,382	1,655,047	12.48	1,666,505
Miscellaneous Revenues	673,928	723,928	3,113,928	330.14	613,928
Other Financing Sources	5,500,000	2,250,000	350,000	(84.44)	—
Use of Fund Balance	6,100,000	4,738,059	1,761,123	(62.83)	1,410,498
General Revenue Allocation	—	—	—	(100.00)	—
Total	$ 45,613,633	$ 41,313,536	$ 36,763,619	(11.01)	$ 33,574,452

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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.

2009-10 Anticipated Accomplishments

Strategic Initiative – The Environment

- Reduced electricity consumption at County facilities by 1% per square foot.
- Developed 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. The Inventory and Management Program has been developed for implementation in Fiscal Year 2010-11 and future budgets.
- Implemented best management practices in Fleet environmental programs.
  - Reduced vehicle and equipment emissions to meet California Air Resources Board requirements for on- and off-road diesel vehicles, stationary diesel equipment and off-road large spark (gasoline) engine vehicles;
  - Increased the number of hybrid/alternative fuel vehicles in the County's fleet. Currently, there are 208 hybrid, 15 Compressed Natural Gas and 112 Flex Fuel vehicles in the County's fleet, representing 12% of eligible fleet assets.
  - Implemented a quality assurance monitoring program to randomly assess vehicle maintenance and ensure compliance with proper vehicle maintenance procedures; and
  - Upgraded refueling equipment. All Fleet-managed fuel sites were retrofitted to current environmental regulations.
  - Right-sizing the County's vehicle fleet is a joint effort between DGS' Fleet Division and client departments. Vehicle Fleet was reduced by 1% (from 3,908 to 3,865).
  - Achieved Countywide goal of reducing vehicle mileage by 5% (43,557,324 miles to 41,379,458 miles).
  - Reduced fuel consumption by 7% (2,247,190 gallons to 2,095,140 gallons).
- Acquired a total of 274.25 acres for the Multiple Species Conservation Program open space land for a total cost of $8,262,050.

Strategic Initiative – Safe and Livable Communities

- Completed acquisition of remaining 2 of 57 total parcels along South Santa Fe Road necessary for street-widening project in San Marcos/Vista.
- Maintained availability of County-supported fire apparatus at 95% or more, and supported the San Diego County Fire Authority by acquiring Board-approved apparatus, such as trucks and water tenders.
- Ensured maximum availability of law enforcement vehicles to meet the needs of client departments by maintaining availability of Sheriff's patrol vehicles at 97%.
- Plans to relocate 14,500 square foot County Counsel Child Dependency office from its existing Kearny Mesa site to a location closer to the Juvenile Court have been amended to relocate to the County Operations Center Campus in 2012. This move is planned for Phase 1B.

- Completed the required transfer of Court facilities from the County to the State through a comprehensive exchange of assets, which relieves the County of long-term seismic liability in existing buildings and provides land downtown for the potential site of a future courthouse.

Required Discipline – Essential Infrastructure

- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs. Some project construction schedules were revised due to circumstances described below.
  - Progress has been made on the following Library projects:
    - Design-build contracts were awarded for the Fallbrook and Ramona Libraries and construction has begun with completion scheduled for January and February 2011, respectively.
    - Construction bids were received for the new Lincoln Acres Library, Park and Community Room project.
    - Completed the interior remodel phase of the Cardiff Library expansion project March 2010, ahead of schedule.
    - Completed construction, commissioning and occupancy of the new Medical Examiner and Forensic Center at the County Operations Center in December 2009, on schedule and under budget.
  - Completed 93% (186 of 200) of the Major Maintenance Improvement Plan (MMIP) and Capital Projects within estimated budget.
  - Established schedule to rebuild San Pasqual Academy housing units and administration building destroyed in the 2007 Witch Creek Fire, following final insurance settlement and review of housing component of campus master plan. Incorporated sustainability requirements in design. Awarded design-build contract for construction. Project completion expected in fall 2011.
  - Completed construction, commissioning and occupancy of the new County Operations Center (COC) Central Plant in November 2009, to support the new Medical Examiner and Forensic Center.
  - Construction of COC Buildings 201 and 202 are proceeding ahead of schedule for occupancy by December 2010 and the parking structure by March 2011.
  - Completed demolition of the old Edgemoor Skilled Nursing Facility in April 2010.
- 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% (1,850) of all emergency requests within four hours of notification.
- Completed 96% (1,920 of 2,000) 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

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensured maximum return on County leased properties by renegotiating leases and marketing additional properties. The goal of 2% increase in revenues over previous year was not achieved. Real estate revenues have remained constant with a 0% increase because of an unfavorable real estate market and several lease terminations.
- Awarded a $5.1 million American Recovery and Reinvestment Act (ARRA) energy grant. Funding will support energy projects such as lighting retrofit, solar electric system, energy-efficient equipment including automated controls for energy use, fluorescent lamp recycling and education and outreach.
- Received $600,000 in Proposition 50, Integrated Regional Water Management (Stormwater), grant funding. This grant will be used to demonstrate how existing County facilities can be feasibly retrofitted with Low-Impact Development techniques that would promote infiltration, reduce runoff and cumulatively improve water quality in the Chollas Creek area.

Required Discipline – Information Technology

- Installed 313 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.
- Upgraded to new hardware and system software for the County Access Control System. The upgrade enhances system functionality, reliability and technical support, makes it easier to perform future upgrades and uses more current software and equipment. The system also has better backup functionality to enable more timely recovery in the event of a disaster. The

access control system manages building access and supports the issuance of employee and contractor badges/identification cards. This system provides critical security functions for the County by monitoring access and establishing security levels based on an individual's needs. The system is used by all County departments, including the Sheriff, District Attorney and Superior Court.

Required Discipline – Continuous Improvement

- Reduced postage costs by $75,000 annually with the installation of new sorting equipment. The new equipment makes it possible to take advantage of postal discounts for larger size pieces of mail, such as standard 9x12 envelopes.
- Maximized postage discounts by bar coding 95% of all standard business letters.

Required Discipline – Regional Leadership

- Received the California Counties Facilities Services Association *"2009 Public Facilities Award of Excellence"* for outstanding organizational leadership in the maintenance and lifecycle 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. Third consecutive annual award.
- Received three 2009 National Association of Counties awards for development of: 1) an Integrated Fire Suppression and Storm Water Compliance program; 2) a Preventive Maintenance Quality Assurance program; and 3) a Wild Fire Inspection program/process.
- Received the 2009 California Sustainability Alliance *Excellence in Sustainability Award* for large governments. Recognized for focusing on programs that build strong and sustainable communities, including the Energy Management Program, Green Business Program, Green Building Program, Stormwater Management Program and Climate Change Team. County departments are working together, as well as partnering with local utilities and organizations, to maximize adoption of sustainability best practices.

2010-12 Objectives

Strategic Initiative – The Environment

- Improve County operations through sustainability efforts such as energy conservation.
  - Reduce electricity consumption at County facilities by 1% per square foot per year.
  - Complete ARRA Energy Efficiency projects for photovoltaics, advanced technology and controls by May 2011.
  - Reduce vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
  - Integrate 25% of eligible hybrid/alternative fuel vehicles into the County's fleet in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.
- Complete Proposition 50-funded (*Water Security, Clean Water, Coastal and Beach Protection Act of 2002)* low-impact development stormwater management projects for improvements in the Chollas Creek watershed by March 2011. Low impact development (LID) projects are stormwater Best Management Practices (BMPs) that rely on natural filtration and infiltration processes of the soil.

Strategic Initiative – Safe and Livable Communities

- Support client departments in their public safety efforts.
  - Maintain availability of County supported fire apparatus at a minimum of 95%.
  - Ensure maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding 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.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs.
  - Complete project construction for the following libraries:
    - Expansion of the Cardiff Library by November 2010.

- Design-build construction of new libraries in the communities of Fallbrook and Ramona by January and February 2011, respectively.
- Complete construction of the new Lincoln Acres Library, Park and Community Room project by July 2011.

- Begin construction on COC Phase 1B Office Buildings 203 and 204 and Conference Center for completion by December 2012.
- Complete interior remodel of the downtown Law Library by June 2011.
- Complete reconstruction of the San Pasqual Academy housing units destroyed in the 2007 Witch Creek Fire.
- Award design-build contract for new Women's Detention Facility project completion scheduled December 2014.
- Lease 440-bed Descanso Detention Facility by June 2011.

Required Discipline – Continuous Improvement

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.

Required Discipline – Fiscal Stability

- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 90% of the market rate for Class B office space.
- Ensure maximum return on County leased properties by renegotiating leases and marketing additional properties.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
MMIP and Capital projects completed within estimated budget[1]	95% of 66	93% of 200	93% of 200	93% of 200	93% of 200
Electricity consumption decrease per square foot	1% of 17.82 kWh/SF	1% of 17.64 kWh/SF	1% of 17.64 kWh/SF	1% of 17.46 kWh/SF	1% of 17.29 kWh/SF
Law enforcement patrol vehicles available	94% of 554	95% of 450	97% of 465	95% of 450	95% of 450
Fire services program apparatus available	88% of 26	95% of 32	95% of 32	95% of 32	95% of 36
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 2,158	100%	100% of 1,850	100%	100%
Monthly facilities' Preventive Maintenance actions completed	100% of 1,833	96% of 2,000	96% of 2,000	96% of 2,000	96% of 2000
Applicable monthly mail bar coded / total pieces of mail	95% of 649,247	95% of 666,000	95% of 660,000	95% of 660,000	95% of 660,000
County office space lease rate as a percentage of San Diego area Class B office rental rate	85%	89%	89%	90%[2]	90%
Increase in lease revenue year-to-year	1%	2%[3]	0%	0.5%[3]	0.5%

Table Notes

[1] The number of projects projected to be completed in Fiscal Years 2010-11 and 2011-12 is expected to remain stable rather than increase 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] In Fiscal Year 2010-11, below market County leases and continued lower market rental rates throughout the San Diego region will cause the percentage rate to rise to 90%.

[3] Fiscal Year 2009-10 Estimated Actual of 0% increase is less than Adopted of 2% due to an unfavorable real estate market and several lease terminations. In Fiscal Year 2010-11, new revenue leases are limited to four or five new cell site locations with an anticipated 0.5% increase in revenues.

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

Staffing

Net decrease of 11.00 staff years based on operational and financial reduction requirements as a result of the current economic downturn. A decrease of 10.00 staff years in the Facilities Management Internal Service Fund and a decrease of 1.00 staff year in the Fleet Management Internal Service Fund will result in increased workloads for remaining staff and the potential for increased response times to client requests/ complaints.

Expenditures

Net decrease of $1.7 million.

- Salaries and Benefits — net decrease of $0.9 million primarily due to reduction in operational staff as a result of the current economic downturn, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — increase of $2.0 million substantially due to negotiated contract services. Major increases include custodial contracts ($1.3 million); trash collection contracts ($0.4 million); and security contracts ($0.1 million).
- Other Charges — increase of $0.4 million associated with vehicle depreciation.
- Capital Assets Equipment — decrease of $3.0 million associated with the anticipated reduction in the Fleet ISF planned acquisition replacement program.
- Operating Transfers Out — decrease of $0.2 million due to anticipated reduction in planned workload requirements in support of the Major Maintenance program.

Revenues

Net decrease of $1.7 million.

- Intergovernmental Revenues — increase of $3.5 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities from Charges for Services.
- Charges for Current Services — decrease of $5.3 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities to Intergovernmental Revenues and the decrease in cost reimbursement associated with vehicle fuel prices and acquisitions.
- Miscellaneous Revenues — increase $0.3 million due to increase in real estate commission fees and revenues realized via the San Diego Gas & Electric Partnership associated with the administration of the implementation of energy-efficiency projects.
- Other Financing Sources and General Revenue Allocation — net decrease of $0.2 million due to anticipated reduction in planned workload requirements in support of the Major Maintenance program.
- Use of Fund Balance — total budgeted amount of $8.5 million is to fund the Fleet Management ISF Countywide replacement acquisition program.

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

Increase of $1.8 million is the result of increases in Services and Supplies and Capital Assets Equipment due to an escalation in the cost of contracted services and estimated higher planned vehicle replacement acquisitions, and an increase in Salaries and Benefits, which reflects an increase for retirement contribution for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Facilities Management Internal Service Fund	278.00	286.00	276.00	(3.50)	276.00
Fleet Management Internal Service Fund	60.00	59.00	58.00	(1.69)	58.00
Total	338.00	345.00	334.00	(3.19)	334.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Facilities Management Internal Service Fund	$ 113,303,681	$ 118,471,644	$ 120,021,420	1.31	$ 120,740,467
Fleet Management Internal Service Fund	40,599,925	46,223,903	42,962,953	(7.05)	43,962,845
General Fund Contribution to GS ISF's	1,364,000	1,402,000	1,415,000	0.93	1,465,000
Total	$ 155,267,606	$ 166,097,547	$ 164,399,373	(1.02)	$ 166,168,312

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 31,722,638	$ 32,946,147	$ 32,078,622	(2.63)	$ 32,723,505
Services & Supplies	100,238,347	106,061,154	108,022,790	1.85	108,190,390
Other Charges	9,633,353	10,712,804	11,120,285	3.80	11,120,285
Capital Assets Equipment	9,760,280	11,383,544	8,363,544	(26.53)	9,270,000
Reserves	103,000	103,000	103,000	0.00	103,000
Operating Transfers Out	3,809,988	4,890,898	4,711,132	(3.68)	4,761,132
Total	$ 155,267,606	$ 166,097,547	$ 164,399,373	(1.02)	$ 166,168,312

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 2,563,671	$ 2,462,729	$ 2,462,729	0.00	$ 2,462,729
Intergovernmental Revenues	937,537	892,363	4,409,281	394.11	4,409,281
Charges For Current Services	136,990,064	146,885,169	141,512,818	(3.66)	143,181,757
Miscellaneous Revenues	748,441	710,483	1,034,508	45.61	1,034,508
Other Financing Sources	4,209,988	5,290,898	5,111,132	(3.40)	5,161,132
Use of Fund Balance	8,453,905	8,453,905	8,453,905	0.00	8,453,905
General Revenue Allocation	1,364,000	1,402,000	1,415,000	0.93	1,465,000
Total	$ 155,267,606	$ 166,097,547	$ 164,399,373	(1.02)	$ 166,168,312

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Housing and Community Development

Department Description

The Department of Housing and Community Development (HCD) provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs reduce blight, improve neighborhoods and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2009-10 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased family reunification through the County's Substance Abuse Recovery Management System (SARMS) by more than 25% (29 to 40 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps reunite children with their families.
- Provided information and referral services to 916 families engaged in the pursuit of self-sufficiency through education and support programs, exceeding the goal of 305 families.
- Provided 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.
- Applied for and awarded $1.9 million in U.S. Department of Housing and Urban Development Homelessness Prevention and Rapid Re-Housing Program funding related to the 2009 Recovery Act. This one-time grant is intended to fund housing programs to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness. Anticipate serving a minimum of 75 families in Fiscal Year 2009-10.
- Increased affordable housing opportunities for "special needs" populations by increasing tenant-based rental assistance participation by 5%, from 220 families to 231 families.
- Assisted 10 very low-income families by providing funding to developers for the purchase of foreclosed properties through the Neighborhood Stabilization Program (NSP). The newly purchased properties were made available as rental homes for low-income families. The original goal of "Assist at least 30 families with purchasing foreclosed properties by offering a homebuyer program utilizing Neighborhood Stabilization Program Funds" was discontinued due to market conditions and the inability of homebuyer applicants to acquire foreclosed properties with the supplemental NSP funds. The majority of NSP funds allocated for the NSP Homeownership program have been reallocated to the developer portion of the NSP program. Developers acquiring foreclosed properties under NSP must rent to low-income families for a minimum of 15 years.

Strategic Initiative – The Environment

- Coordinated environmental reviews for 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 were conducted by the Department of Public Works.
- Supported energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability applications that included energy-efficiency measures.

- Encouraged energy-efficiency improvements for low-income homebuyers by making available forgivable loans of up to $12,500 through the Neighborhood Stabilization Program.
- Promoted water conservation by xeriscaping one public housing landscape site, L Street Manor. Xeriscaping is a creative form of landscaping which reduces water consumption and requires less maintenance.
- Installed energy-efficient windows in all 22 units at Dorothy Street, a low-income public housing facility, to promote energy conservation and reduce utility cost. Window replacement funding level received was less than anticipated and, consequently, the balance of this project (99 public housing units) will be reviewed for feasibility pending future funding allocations.
- Encouraged energy conservation and environmental preservation awareness through information about State-funded rebate programs, weatherization and minor home rehabilitation programs, provided to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants.

Strategic Initiative – Safe and Livable Communities

- Conducted 10 Community Revitalization meetings to identify and address issues impacting community living standards.
- Conducted 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. One outreach meeting was Web-based for persons wishing to utilize technology to acquire information and/or provide community input.
- Provided funding for 13 public improvements for parks, libraries, athletic fields, community centers, health clinics, Americans with Disabilities Act (ADA) improvements and affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods, exceeding the goal of eight. The projects funded were:
  - City of Del Mar's ADA Sidewalk Improvement;
  - City of Poway Hilleary Park ADA Improvements;
  - Poway Affordable Housing Services Program;
  - Lake Poway Pavilion ADA accessibility improvements;
  - Live Oak Park Recreational Area/Picnic Facility Renovations;
  - Grossmont Spring Valley Family Health Center improvements;
  - Rural Northeast-Jess Martin Park Jog Walk ADA compliant concrete path;
  - Rural Southeast-Campo Community Center Facility Upgrades;
  - Phase V, Rural Southeast-Campo Community Center Playground;
  - Regional – East County Shared Housing Program;
  - City of Encinitas - HOME Tenant-Based Rental Assistance Program;
  - City of Coronado Community Development Agency-owned affordable housing units; and
  - Urban County-HOME Housing Development Program.
- Provided 30 Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporated the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community. Up to 105 VASH vouchers were allocated to HCD to administer; however, program intake is based on referrals from the VA which were less than expected. The department continues to work with the VA to increase the number of veterans assisted by this program.
- Assisted families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Ensured subsidized housing is decent, safe and sanitary, increasing monitoring of permanent affordable housing projects by performing annual Housing Quality Standards inspections at all 26 HOME Investment Partnership grant-funded complexes.
- Completed 22 rehabilitation loans/grants for health, safety, and accessibility improvements for elderly homeowners.
- Funded three fire protection projects in the unincorporated areas of the county with Community Development Block Grant funds. These projects funded were Rural Northeast-Palomar Mountain Fire Department Station and Safety Center Improvement, Rural Southeast-Regional Fire Pump Testing Facility at Lake Morena Fire Station #42, and Rural Southeast-Boulevard Fire and Rescue Department Station Doors.

- Provided funding of approximately $850,000 in Community Development Block Grant-Recovery (CDBG-R) stimulus grant funding for fire prevention apparatus for the unincorporated areas of Warner Springs and Jacumba fire stations to provide firefighting services and emergency responses in the areas served by the stations.

Required Discipline – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieved a customer service satisfaction rating of 4.80 (on a scale of 1 to 5 with 5 being excellent), exceeding the goal of 4.70.

Required Discipline – Continuous Improvement

- Conducted two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.
  - Reviewed the Section 8 Housing Choice Voucher rent reasonableness determination process in order to provide more accurate rent comparisons in a more user-friendly and consistent manner.
  - Conducted a review of the Annual Funding process for CDBG. The review resulted in the deletion of one annual Board Letter and the associated meetings and briefings associated with the deleted Letter, thus streamlining and simplifying the process for both staff and public.

Required Discipline – Information Technology

- Conducted a Web-based presentation through the Internet to stimulate interest and generate applications for funding for youth/elderly programs and community improvements projects.
- Implemented Documentum, an electronic document and content management system, for the Rental Assistance Division's Housing Choice Voucher program. Documentum is designed to facilitate a more efficient case management process and deliver increased data safeguards. This project will take scanned documents and organize them in an electronic repository for staff to retrieve and utilize during their daily program administration and client interactions.

2010-12 Objectives

Strategic Initiative – Kids

- Assist approximately 150 families with rental assistance under the Homeless Prevention and Rapid Re-housing Program to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness.
- Increase family reunification through the County's Substance Abuse Recovery Management System (SARMS) by 10% (40 to 44 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps re-unite children with their families.
- Provide a minimum of 10 competitive academic scholarships to heads of household and/or their children that have established five-year family self-sufficiency goals in academic or vocational self-sufficiency.
- Encourage County Public Housing families to strive toward their academic goals and to reach their full potential through increased education by providing weekly on-site academic tutoring at the Dorothy Street property computer center.
- Provide information and referral services to a minimum of 305 families engaged in the pursuit of self-sufficiency through education and support programs.

Strategic Initiative – The Environment

- Ensure environmental reviews are performed on 100% of federally funded programs included in the Fiscal Year 2010-2012 Annual Funding Plans. 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 (NOFA) applications received that incorporate energy efficiency and green technologies.
- Promote water conservation by improving one public housing landscape site utilizing xeriscape design. Xeriscaping is a creative form of landscaping that reduces water consumption and requires less maintenance.

Strategic Initiative – Safe and Livable

Communities

- Provide funding for a Tenant-Based Rental Housing Assistance Program that will assist a minimum of 10 survivors of domestic violence to secure safe, decent and sanitary housing.
- 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 partnership program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. At least one meeting will be Web-based.
- Conduct a minimum of 10 community revitalization meetings annually to identify and address issues impacting community living standards.
- Implement a pilot Tenant-Based Rental Assistance Program with specialized case management for up to 10 homeless veterans and their families in collaboration with community partners.
- Assist families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Encourage community stability, improve health and safety, and provide accessibility enhancements to 30 low-income households through the First-Time Homebuyer Financial Assistance or Home Repair Programs.
- Provide funding for a minimum of eight public improvements for parks, libraries, athletic fields, community centers, health clinics, ADA improvements or affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods.
- Provide up to 105 Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporated the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community.

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 interactive presentation to stimulate interest and generate applications for funding for youth/elderly programs and community improvement projects.
- Document business requirements and project design for the Community Development Division's Documentum project. This project will convert Community Development program documents to electronic images and store them in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions. The electronic repository will be designed to facilitate more efficient records storage and increase data safeguards. In Fiscal Year 2010-11, the business requirements for Community Development's project will be documented. Implementation of project is targeted for Fiscal Year 2011-12.

Required Discipline – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieve a customer service satisfaction rating of 4.70 or better (on a scale of 1 to 5 with 5 being Excellent).

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 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	99% of 10,689	99% of 10,689	98% of 10,689	98% of 10,689
Program participants receiving educational and job training opportunities designed to enhance self-sufficiency[2]	299	305	916	N/A	N/A
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[3]	N/A	N/A	44	30	30
Number of newly constructed and rehabilitated units that exceed 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[4]	44	80	80	N/A	N/A
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, and Shelter Plus Care. [5]	N/A	N/A	196	206	206
Number of Community Development projects completed to enhance low-income neighborhoods and communities	40	32	25	28	25
Provide information to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants about State funded rebate programs, weatherization and minor home rehabilitation programs [6]	N/A	100% of 10,900	100% of 10,900	N/A	N/A
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet HQS standards [7]	N/A	N/A	100% of 10,783	100% of 10,783	100% of 10,783
Level of customer satisfaction [8]	98%	N/A	N/A	N/A	N/A
Level of customer satisfaction [9]	N/A	4.7	4.8	4.7	4.7

Table Notes

[1] Maximum number of authorized rental assistance vouchers is 10,689; estimated funding from Housing and Urban Development for housing assistance payments is $91.0 million. HCD has experienced inconsistent Rental Assistance program funding and in order to provide HCD with administrative options in managing to HUD's funding appropriations, the percentage of vouchers utilized may be impacted in future operating years.

[2] The self-sufficiency outreach effort has been incorporated into daily program activities and no longer needs to be tracked separately.

[3] Effective Fiscal Year 2010-11, this measure replaces the self-sufficiency outreach measure. The Home Repair Program emphasizes energy efficiency, accessibility and safety. The number of household to be assisted was reduced as the department anticipates a reduction in First-Time Homebuyer funding due to the lack of State grant funding to augment the First-Time Homebuyer Program.

[4] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Currently, it is very difficult to predict possible affordable housing opportunities due to instability in the tax credit market, the downturn in the economy, and the subsequent financial pressures on both nonprofit and for profit developers. Projection for units exceeding energy code is an estimate and is completely dependent on the 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 planned for Fiscal Year 2009-10 will be partially financed by HCD. The funding allocation for site acquisition (loan funded through HUD programs) was released in May and July 2009; and construction commenced during the first quarter of Fiscal Year 2009-10.

[5] This new performance measure has been added to address the demand for rental assistance to the very low-income special needs community. Program Definitions: Foster - housing assistance for former foster youth ages 18-24 years; HOPWA - Housing Opportunities for Persons with AIDS; Shelter Plus Care - housing and services for homeless and disabled individuals and families; SARMS (Substance Abuse and Recovery Management System - housing assistance for family reunification.

[6] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Approximately 10,900 families are provided housing assistance vouchers each year. Aside from assisting these families, the department in its effort to disseminate information ensures these groups of customers are also informed about other housing assistance programs available.

[7] This measure is new effective Fiscal Year 2010-11. Housing Quality Standards (HQS) are the HUD minimum physical standards required for each assisted rental unit.

[8] 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.” Effective Fiscal Year 2009-10, this measure is displayed using a different format.

[9] A new format for displaying customer satisfaction rating took effect in 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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Net decrease of $9.3 million.

- Salaries and Benefits — increase of $0.2 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $8.7 million.
  - Decrease of $8.3 million in program costs associated with prior year one-time economic stimulus grants.
  - Decrease of $0.4 million in prior year one-time program cost for Affordable Housing Development Projects for families with special needs.
- Other Charges — decrease of $0.8 million in direct costs associated with First-Time Homebuyer Program and Down Payment and Closing Costs Assistance Program.

Revenues

Net decrease of $9.3 million.

- Intergovernmental Revenues — decrease of $9.7 million.
  - Decrease of $8.3 million prior year one-time revenue from economic stimulus grant for Neighborhood Stabilization Program (NSP I), Homeless Prevention and Rapid Re-housing Program, Community Development Block Grant – Recovery.
  - Decrease of $0.5 million in revenue from Shelter Plus Care grant funding for housing assistance for families with special needs program.

- Decrease of $0.4 million prior year one-time revenue from Housing Opportunities for Persons with AIDS (HOPWA) program grant for Affordable Housing Development projects.
- Decrease of $0.2 million in revenue from HOME Investment and Partnerships Program grant funding for Affordable Housing Development projects.
- Decrease of $0.3 million in revenue from the State, which augments the HOME Investment and Partnerships Program grant, a federally funded program.

- Miscellaneous Revenues — increase of $0.1 million in revenue from program income based on estimated reconveyances from long-term loans' receivables.
- Use of Fund Balance — increase of $0.3 million based on prior year fund balance to be utilized for one-time funding for Community Development Division Documentum project.

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

Net decrease of $0.1 million is the result of a decrease of $0.4 million in Services and Supplies due to prior year one-time expenditures, partially offset by an increase in Salaries and Benefits ($0.25 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Housing & Community Development	102.00	102.00	102.00	0.00	102.00
Total	102.00	102.00	102.00	0.00	102.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Housing & Community Development	$ 10,117,767	$ 10,643,979	$ 11,000,728	3.35	$ 10,855,319
HCD - Multi-Year Projects	25,751,686	21,027,046	11,402,729	(45.77)	11,402,729
Total	$ 35,869,453	$ 31,671,025	$ 22,403,457	(29.26)	$ 22,258,048

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 8,816,612	$ 8,830,280	$ 9,077,139	2.80	$ 9,325,727
Services & Supplies	17,387,289	17,638,731	8,895,188	(49.57)	8,501,191
Other Charges	9,869,152	5,370,614	4,605,730	(14.24)	4,605,730
Expenditure Transfer & Reimbursements	(203,600)	(203,600)	(174,600)	(14.24)	(174,600)
Operating Transfers Out	—	35,000	—	(100.00)	—
Total	$ 35,869,453	$ 31,671,025	$ 22,403,457	(29.26)	$ 22,258,048

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 34,770,932	$ 31,308,436	$ 21,594,936	(31.03)	$ 21,732,527
Charges For Current Services	20,000	20,000	25,000	25.00	25,000
Miscellaneous Revenues	1,450,000	714,068	822,000	15.12	872,000
Use of Fund Balance	—	—	333,000	—	—
General Revenue Allocation	(371,479)	(371,479)	(371,479)	0.00	(371,479)
Total	$ 35,869,453	$ 31,671,025	$ 22,403,457	(29.26)	$ 22,258,048

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.

2009-10 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Achieved cost savings of $2.3 million for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and Procurement Card (P-Card) usage, which serves as a credit card for small purchases. This exceeded the $2.0 million goal.
- Due to the downturn in the economy and subsequent reduction in spending by County departments, did not achieve the projected 5% or $11,250 increase in revenues from early payment of P-Card charges and through Government Purchasing Organizations, for which the County of San Diego is the lead agency.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed and published to the intranet a customer guidebook, providing step-by-step instructions on 7 of 14 essential procurement processes, which increases access to training. The remaining seven processes will be documented and published during Fiscal Year 2010-11.

- Provided training for 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided annual individualized training to all (50) County departments ensuring required operational practices related to records and content management are being implemented.
- Developed a Countywide training program for Contracting Officers' Technical Representatives (COTRs), who administer contracts at the department level, and trained 49 COTRs, exceeding the goal of 40.

Required Discipline – Continuous Improvement

- Converted 80% of an estimated 1,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt, resulting in expedited services to customers and exceeding the goal of 78%.

Required Discipline – Information Technology

- Upgraded BuyNet, the department's electronic procurement Web application, increasing the availability of information online, improving transparency and offering additional services online. Suppliers and the public can now access historical solicitations, including solicitation documents and award information.
- Completed a major upgrade of the County's electronic document and content management system (Documentum), making it easier for departments to comply with records retention and data policies.

Required Discipline – Regional Leadership

- Served as the principal purchasing agent for nationwide contracts for office supplies, medical supplies and janitorial products, allowing other smaller agencies that do not have the buying power to realize sizable discounts.
- Recognized as experts in the procurement field with an Achievement of Excellence in Procurement award. The Department has received this national award for nine consecutive years.
- Presented at several national and international conferences, including the California General Services Association conference (From Paper to Electronic: Creating a Plan to Reduce Paper) and the Association for Information and Image Management (Mapping an Approach for Successful Content Management).

2010-12 Objectives

Required Discipline – Fiscal Stability

- Achieve cost savings of $2.0 million in Fiscal Years 2010-11 and 2011-12 for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Develop and publish to the intranet the remaining 7 of 14 essential procurement processes, which increases access to training. The initial seven processes were developed and published in Fiscal Year 2009-10.
- 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.

Required Discipline – Continuous Improvement

- Convert at least 80% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 21 calendar days of receipt to expedite services to customers.
- Convert at least 50% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 10 calendar days of receipt to expedite services to customers.
- Improve and streamline the procurement process by requiring agreed upon acquisition plans and timelines from customer departments for 50% of approximately 300 projects.

Required Discipline – Customer Satisfaction

- Conduct a minimum of three outreach activities to customers in order to increase the supplier base and increase opportunities for competition.
- Streamline access to construction documents for suppliers to respond to needed services by issuing construction plans and specifications electronically for 25% of 200 projects.

Required Discipline – Information Technology

- Complete an additional upgrade of the County's electronic document management system (Documentum) to increase data/records management functionality and availability to departments.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage and other sources	$3.2million[1]	$2.0 million	$2.3 million	$2.0 million	$2.0 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt	82% of 1,478	78% of 2,500	80% of 1,500	80% of 1,500	80% of 1,500
Procurement processes documented and available on the intranet (Target 100% of 14)[2]	0% of 14	50% of 14	50% of 14	50% of 14	N/A
Increase in revenues from early payment of P-Card and from Government Purchasing Organizations[3]	N/A	5% of $225,000	0%	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 10 days of receipt[4]	N/A	N/A	N/A	50% of 1,500	50% of 1,500
Construction plans and specifications electronically distributed to vendors[4]	N/A	N/A	N/A	25% of 200	50% of 200

Table Notes

[1] The department exceeded the Fiscal Year 2008-09 goal by $1.2 million.

[2] Fourteen essential procurement processes will be included in a customer guidebook. Due to an unforeseen increase in major projects and changing priorities, this project was not implemented in Fiscal Year 2008-09. The project resumed in Fiscal Year 2009-10 and will conclude in Fiscal Year 2010-11.

[3] Due to the economic downturn and subsequent reduction in spending by County departments, this goal was not achieved and has been deleted from future years.

[4] New performance measure for Fiscal Years 2010-11 and 2011-12 that will streamline and improve services to internal and external customers.

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

Staffing

Net change of 0.00 staff years is the result of an increase of 2.00 staff years in the Contracting unit in response to the increase in demand for contractual services, offset by the decrease of 2.00 staff years in the Purchasing unit due to declining countywide expenditures.

Expenditures

Net decrease of $10.0 million.

- Salaries and Benefits — increase of $0.1 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $5.1 million primarily due to the deletion of one-time expenditures that include $3.2 million in the Documentum End User License Agreements and $1.8 million for the Documentum enterprise content management

upgrade. Included in the proposed budget are one-time projects for the electronic acceptance of proposals and the posting of contracts to the intranet.

- Operating Transfers Out — decrease of $5.0 million due to the deletion of the $3.2 million one-time cost of the Documentum End User License Agreements and the one-time $1.8 million upgrade to Documentum completed in Fiscal Year 2009-10.

Revenues

Net decrease of $10.0 million.

- Revenue from Use of Money & Property — decrease of $0.1 million in Interest on Deposits due to projected lower cash balances.
- Charges for Current Services — increase of $0.2 million due to the $0.4 million anticipated increase in Charges in General Fund for the two one-time projects, offset by a projected $0.2 million overall decrease in ISF surcharge collections due to the continuing decline in countywide spending.
- Other Financing Sources — decrease of $5.0 million due to the deletion of $3.2 million in one-time Documentum End User License Agreements and $1.8 million in the Documentum upgrade.
- Use of Fund Balance — decrease of $5.1 million due to the deletion of one-time $3.2 million in Documentum End User License Agreements, deletion of one-time $1.8 million in the Documentum upgrades and $0.1 million reduction in BuyNet upgrades. A total of $0.3 million is included in the budget for the planned $0.2 million BuyNet upgrades and Documentum remediation project and $0.1 million to keep the ISF contracting rate steady.

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

Net decrease of $0.4 million is the result of a decrease of $0.6 million in Services and Supplies due to one-time projects in Fiscal Year 2010-11 that will not recur, partially offset by an increase of $0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Content/Records Services	6.00	6.00	6.00	0.00	6.00
Purchasing ISF	52.00	52.00	52.00	0.00	52.00
Total	58.00	58.00	58.00	0.00	58.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Content/Records Services	$ 875,528	$ 6,809,365	$ 1,770,365	(74.00)	$ 1,790,365
Purchasing ISF	7,638,721	7,702,281	7,767,583	0.85	7,342,145
General Fund Contribution	735,000	6,664,000	1,625,000	(75.62)	1,645,000
Total	$ 9,249,249	$ 21,175,646	$ 11,162,948	(47.28)	$ 10,777,510

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 6,328,881	$ 6,235,487	$ 6,323,886	1.42	$ 6,480,481
Services & Supplies	2,210,752	8,280,104	3,200,723	(61.34)	2,638,690
Other Charges	2,616	24,055	22,339	(7.13)	22,339
Expenditure Transfer & Reimbursements	(28,000)	(28,000)	(9,000)	(67.86)	(9,000)
Operating Transfers Out	735,000	6,664,000	1,625,000	(75.62)	1,645,000
Total	$ 9,249,249	$ 21,175,646	$ 11,162,948	(47.28)	$ 10,777,510

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 146,000	$ 130,000	$ 20,000	(84.62)	$ 10,000
Charges For Current Services	7,428,359	6,982,323	7,196,948	3.07	7,044,707
Miscellaneous Revenues	204,890	372,103	404,144	8.61	333,119
Other Financing Sources	735,000	6,664,000	1,625,000	(75.62)	1,645,000
Use of Fund Balance	—	5,405,220	291,856	(94.60)	99,684
General Revenue Allocation	735,000	1,622,000	1,625,000	0.18	1,645,000
Total	$ 9,249,249	$ 21,175,646	$ 11,162,948	(47.28)	$ 10,777,510

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County of San Diego Redevelopment Agency

Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in east County.

2009-10 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 20 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 25 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. Accepted the Lakeside Fire Protection District's Project Plan, disbursed $3,060,000 in project funds in accordance with the Cooperation Agreement and began formal review of project Site Plan.
  - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area. Provided $95,000 in funds to reduce TIF Payments.
  - Permit Processing Expedite Program for discretionary projects in the redevelopment area. Reduced project review time by 50% or greater for all discretionary projects within the Redevelopment Area.
- Approved three site plans and facilitated the establishment of a new business.
- Provided $150,000 in funding assistance for trail improvements.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- The Redevelopment Agency provided a loan of $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 20 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 25 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

Strategic Initiative – The Environment

- Continued Environmental Impact Report/Environmental Assessment review process, which will 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

- Maintained administrative expenses at or below 6% of tax increment revenue received.

Required Discipline – Accountability/Transparency

- Prepared a new Five-Year Implementation Plan to be presented to the Board of Directors for approval June 22, 2010.

2010-12 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.
- Provide safe and decent housing opportunities to 20 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 and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 18% of tax increment revenue received.

Gillespie Field Redevelopment Project

Strategic Initiative – The Environment

- Complete Environmental Impact Report/Environmental Assessment review process, including transplantation of ambrosia to Mission Trails. This will enable the development of a 70-acre parcel for aviation use and submittal of related grant application to the Federal Aviation Administration (FAA) for final design and infrastructure improvements. It will also enable submittal of grant application for acquisition of land and aviation easements to enhance the safety areas at the ends of three runways.

Strategic Initiative – Safe and Livable Communities

- Continue to develop the Project Area in a manner consistent with the Redevelopment Plan. During Fiscal Year 2010-11, continue design of Cajon Plaza Air Center parcel; completion is dependent on FAA funding.

Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 6% of tax increment revenue received.

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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Estimated property tax increment	$1.7 million	$1.8 million	$1.6 million	$1.8 million	$1.8 million
Percentage of tax increment utilized for project administration	9%	29%[1]	12%[1]	18%	18%

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. The estimated actual is low for Fiscal Year 2009-10 because the consultant agreement for the sale of bond proceeds has been extended to Fiscal Year 2010-11 and Fiscal Year 2011-12. Since the funds will not be expended until next fiscal year, the percentage is lower than budgeted.

Gillespie Field Redevelopment Project

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Estimated property tax increment	$2.2 million	$2.3 million	$2.7 million	$2.8 million	$2.8 million
Percentage of tax increment utilized for project administration	6%	6%	5%	5%	5%
Contracts Managed[1]	111[2]	112	123	N/A	N/A
Newly developed land leases executed (in net acres)	0[3]	25[4]	0[5]	25[6]	23[7]

Table Notes

[1] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan; however, it will be monitored internally.

[2] Fiscal Year 2008-09 – Contracts for Cajon Air Center and Marshall Avenue Industrial Park delayed due to required environmental assessments.

[3] Fiscal Year 2008-09 – Marshall Avenue Industrial Park delayed due to required environmental assessments.

[4] Fiscal Year 2009-10 – Forrester Creek Industrial Park at Weld and Cuyamaca (may be built in phases).

[5] Fiscal Year 2009-10 – Forrester Creek Industrial Park delayed due to economy.

[6] Fiscal Year 2010-11 – Forrester Creek Industrial Park (phase 1) and Marshall Avenue Industrial (phase 1).

[7] Fiscal Year 2011-12 – Forrester Creek Industrial Park (phase 2), Marshall Avenue Industrial (phase 2) , and Cajon Air Center (phase 1).

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

Upper San Diego River Improvement Project

Expenditures

Decrease of $3.0 million.

- Services and Supplies — decrease of $0.7 million as a result of $0.2 million in payments for consultants to plan for the issuance of bonds and for a one-time loan of $0.5 million for Silversage Apartments.
- Other Charges — decrease of $2.3 million in Contributions to Others for a financing agreement with the Lakeside Fire Department for a one-time payment for financing and development of a new fire station.

Revenues

Net decrease of $3.0 million.

- Miscellaneous Revenues — increase of $0.6 million for the repayment of the loan to the Lakeside River Park Conservancy.
- Use of Fund Balance — decrease of $3.6 million related to one-time payments for costs related to the Lakeside Fire Department station project and for a loan for Silversage apartments. The remaining budget of $0.4 million is for a one-time payment for costs related to the Lakeside Fire Department station project.

Gillespie Field Redevelopment Project

Expenditures

Net decrease of $1.5 million.

- Services and Supplies — decrease of $2.0 million primarily due to elimination of one-time loan for Silversage Apartments project.
- Other Charges — increase of $0.4 million due to $0.2 million mandated state payment to Supplemental Educational Revenue Augmentation Fund and $0.2 million increased payment to four school districts as required by Settlement Agreement.
- Operating Transfer Out — increase of $0.1 million due to increased tax increment revenue transferring between funds.

Revenues

Net decrease of $1.5 million.

- Taxes Other than Secured — increase $0.4 million in tax increment revenue.
- Revenue from Use of Money & Property — decrease of $0.1 million due to reduced interest income related to economic downturn and decrease in assets.
- Other Financing Sources — increase of $0.1 million as a result of transfer from Special Revenue Fund to Housing Fund due to increase in housing fund requirement.
- Use of Fund Balance — decrease of $1.9 million due to non-recurring payments in Fiscal Year 2009-10 for the Silversage Apartments project loan.

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

Upper San Diego River Improvement Project

Net decrease of $1.1 million due to non-recurring payments in Fiscal Year 2010-11 for costs related to payments made to the Lakeside Fire Protection District and the financing agreement for the San Diego River Conservancy trail project.

Gillespie Field Redevelopment Project

No significant changes.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Upper San Diego River Redevelopment Project Area	$ 5,082,350	$ 6,245,724	$ 3,271,100	(47.63)	$ 2,133,100
Gillespie Field Redevelopment Project Area	5,496,697	7,330,187	5,803,012	(20.83)	5,823,682
Total	$ 10,579,047	$ 13,575,911	$ 9,074,112	(33.16)	$ 7,956,782

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	$ 588,269	$ 3,383,246	$ 723,826	(78.61)	$ 935,680
Other Charges	6,612,503	6,903,634	4,995,796	(27.64)	3,679,294
Operating Transfers Out	3,378,275	3,289,031	3,354,490	1.99	3,341,808
Total	$ 10,579,047	$ 13,575,911	$ 9,074,112	(33.16)	$ 7,956,782

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Other Than Current Secured	$ 3,895,422	$ 4,068,467	$ 4,515,522	10.99	$ 4,551,874
Revenue From Use of Money & Property	305,350	270,590	92,350	(65.87)	63,100
Miscellaneous Revenues	—	50,000	688,000	1,276.00	—
Other Financing Sources	3,378,275	3,289,031	3,354,490	1.99	3,341,808
Use of Fund Balance	3,000,000	5,897,823	423,750	(92.82)	—
General Revenue Allocation	—	—	—	0.00	—
Total	$ 10,579,047	$ 13,575,911	$ 9,074,112	(33.16)	$ 7,956,782

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, thereby earning and maintaining public confidence in the electoral process.

2009-10 Anticipated Accomplishments

Strategic Initiative – The Environment

- 1.4 million registered voters will be informed of countywide environmental initiatives and how to reduce environmental risks through "filler" pages printed in the Sample Ballot and Voter Information Pamphlet that will be mailed to all registered voters for the June 2010 Gubernatorial Primary Election.
- It is anticipated that 1.4 million Sample Ballot and Voter Information Pamphlets (approximately 129 tons of paper) will be printed with as much as 20% post-consumer recycled paper for the June 2010 Gubernatorial Primary Election.

Strategic Initiative – Safe and Livable Communities

- Conducted the Rainbow Municipal Water District Mail Ballot Election, City of Oceanside Special Recall Election and will conduct the June 2010 Gubernatorial Primary Election.
- By Monday after Election Day, it is anticipated that 98% of mail ballots will be processed for the June 2010 Gubernatorial Primary Election.

Required Discipline – Customer Satisfaction

- Achieved overall customer satisfaction rating of 4.7 (on a scale of 1 to 5).
- It is anticipated that 100% of valid voter registrations received on or before the 15-day close of registration will be processed prior to the June 2010 Gubernatorial Primary Election.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhanced the skill set and knowledge of employees by outlining individual development plans for 100% (61 of 61) of permanent staff using the Learning Management System.
- Increasing poll worker participation in online training by 149% (from 1,483 to 3,695) is anticipated for the June 2010 Gubernatorial Primary Election. The online training concludes with a 15-question quiz to assess how well each poll worker grasps the material they learned (e.g., election vocabulary, setting up the poll, voter scenarios, security, voter rights and accessibility).
- It is anticipated that 95% (32 of 34) of poll worker trainers will complete online training quiz with scores of 90% (or higher) no later than 26 days prior to the June 2010 Gubernatorial Primary Election.

Required Discipline – Regional Leadership

- Increasing participation in the Student Poll Worker Program for high school students by 220% (170 to 544) from the June 2006 Gubernatorial Primary Election is anticipated for the June 2010 Gubernatorial Primary Election.
- Polling sites are anticipated to be fully staffed with qualified personnel for the June 2010 Gubernatorial Primary Election through the following recruiting efforts:
  - 100% of Precinct Inspectors by 34 days prior to the election.

- 90% of Touch Screen Inspectors by 33 days prior to the election.
- 90% of Assistant Inspectors by 32 days prior to the election.
- 100% of bilingual poll workers by 11 days prior to the election.

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:
  - Conducted a detailed business process reengineering study that resulted in new and/or enhanced policies and procedures for processing all returned mail ballot envelopes. It is anticipated that these new polices and procedures will be implemented during the June 2010 Gubernatorial Primary Election. As a result, anticipate reducing 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.

2010-12 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 Voter Information Pamphlet mailed to all registered voters for the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.
- Continue to use post-consumer recycled paper in the printing of the Sample Ballot and Voter Information Pamphlet for all elections conducted in Fiscal Years 2010-12.

Strategic Initiative – Safe and Livable Communities

- Conduct the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.
- Increase the current number (600,000) of permanent vote-by-mail voters by 15% (or 90,000), for a total of 690,000, for the February 2012 Presidential Primary Election.
- Increase the number of fixed locations from 475 to 500 that the Registrar of Voters Outreach Program provides election materials to ensure that older adults and persons with disabilities are being provided the opportunity to fully participate in voter registration and voting processes.
- By Monday after Election Day, process 98% of mail ballots received for the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5). Measurements of customer satisfaction include:
  - Satisfaction with precinct voting including convenience and accessibility of poll location, competence and helpfulness of poll workers, and a positive voting experience.
  - Satisfaction with Vote-by-Mail services including ease of voting, clarity of instruction, and positive interaction with department staff.
  - Poll worker satisfaction with poll worker training including valuable training content, and effective audio-visual aids.
  - Prompt and helpful service at front counter.
- Process 100% of valid voter registrations received on or before the 15-day close of registration by the seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote in all elections in Fiscal Years 2010-12.
- Mail all poll worker stipends in 15 days or less from Election Day for all elections in Fiscal Years 2010-12 to ensure all poll workers are reimbursed in a timely manner.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhance the skill set and knowledge of employees with regard to working in a diverse organization by ensuring that 100% of permanent employees complete the Embracing Diversity training.
- Continue encouraging employee awareness and knowledge of safety and security concerns by holding a quarterly Safety and Security Committee meeting to review accidents and identify high-risk security concerns.

- Ensure 95% of trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the election to ensure staff are knowledgeable and up-to-date on current election processes.

Required Discipline – Regional Leadership

- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the following elections: November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and June 2012 Statewide Direct Primary Election.
  - Recruit 100% of Precinct Inspectors by 40 days prior to each election.
  - Recruit 90% of Touch Screen Inspectors by 39 days prior to each election.
  - Recruit 90% of Assistant Inspectors by 32 days prior to each election.
  - Recruit 100% of bilingual poll workers by 18 days prior to each election.
- Based on 2010 census results, complete realignment of home precincts by June 30, 2011 to ensure that local jurisdictions can begin their redistricting process.
- Based on 2010 census results and upon request, assist the County and other local jurisdictions in redistricting efforts. Completion will be based on the initiating entity's timeline.

Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining effective processes to screen, scan, and verify signatures on returned mail ballot envelopes.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election by at least a 3-cent reduction from the June 2010 Gubernatorial Primary Election.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the February 2012 Presidential Primary Election by at least a 2-cent reduction from the November 2010 Gubernatorial General Election.

Required Discipline – Accountability/Transparency

- Incorporate Management Controls Initiatives by formulating project plans that include scope, methodology, schedule, deliverables and communication/training.

Related Links

For additional information about the Registrar of Voters, refer to the Web site at http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Overall Customer Satisfaction Rating[1]	4.69	4.70	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]	50.2% of 48,843	100% of 15,000	100% of 15,000	100% of 25,000	100% of 50,000
Percentage of precincts tallied by 11:30 p.m. Election Night[3]	12.5% of 1,697	38% of 1,650	38% of 1,449	20% of 1,449	38% of 1,600
Percentage of total mail ballots received that are tallied by the Monday after Election Day[4]	94% of 573,169	98% of 420,000	98% of 455,000	98% of 507,500	98% of 675,000
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[5]	41 days	34 days	34 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[5]	40 days	33 days	33 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[5]	N/A	32 days	32 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[5]	18 days	11 days	11 days	18 days	18 days
Cost of processing returned vote-by-mail ballots[6]	25 cents	20 cents	20 cents	17 cents	15 cents

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] This measure tracks the number of valid registrations that are processed at the 15-day close of registration. 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. The number of voter registrations is higher in Fiscal Year 2011-12 due to two scheduled statewide elections. It is anticipated that all registrations received by the close of registration 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] The percentage in Fiscal Year 2008-09 is low due to requirements imposed by the Secretary of State in Fiscal Year 2007-08 which required the office to convert from electronic voting to paper ballot voting, thus lowering the tally percentage. The office anticipates reducing the number of voting precincts to 1,550 precincts for both the June 2010 Gubernatorial Primary Election and November 2010 Gubernatorial General Election. The percentage of precincts counted is reduced for Fiscal Year 2010-11 due to the larger size of the ballot and the increased turnout in a general election.

[4] The number of mail ballots received was 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. Although the number of mail ballot voters is continuing to grow significantly as a percentage of overall voter turnout, it is anticipated that 98% of all vote by mail ballots received will be processed and tallied by Monday following Election Day in all elections throughout Fiscal Years 2009-10, 2010-11 and 2011-12.

[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. 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 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. In Fiscal Year 2010-11, the goal is to recruit 90% of Assistant Inspectors as early as 32 days before the 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.

[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. Fiscal Year 2008-09 included the November 2008 Presidential General Election which represents the highest activity level of the four-year election cycle. Fiscal Year 2009-10 projected savings is increased due to the lower activity level expected from the June 2010 Gubernatorial Primary Election and due to the implementation of processing efficiencies in the screening, scanning, verifying signatures and tallying of returned vote-by-mail ballots in all elections.

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

Staffing

No change in staffing.

Expenditures

Net increase of $1.4 million.

- Salaries and Benefits — net increase of $0.3 million due to negotiated wage and benefit increases and unemployment insurance premiums, offset by a decrease in overtime and temporary help. One effect of this decrease will be the elimination of one weekend voting day.
- Services and Supplies — net decrease of $1.2 million due to a one-time major maintenance project and equipment purchases in Fiscal Year 2009-10, and decreases due to reduced costs from vendors and a reduction in funding as a result of the overall economic downturn.
- Capital Assets Equipment — increase of $1.0 million to purchase mail ballot processing equipment.
- Reserve/Designation Increase — increase of $1.3 million to provide sustaining funding for Statewide Direct Primary Election in 2012, which historically has fewer billable participating jurisdictions.

Revenues

Net increase of $1.4 million.

- Intergovernmental Revenues — increase of $1.5 million due to: an increase of $0.7 million in Help America Vote Act (HAVA) grant revenue to reimburse for the mail ballot processing equipment; an increase of $0.7 million of State funding for Senate Bill (SB) 90, *State Mandated Reimbursement*; and an increase of $0.1 million to realign revenue to proper account.
- Charges for Current Services (Election Services) — increase of $2.8 million as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Miscellaneous Revenues — decrease of $0.1 million to realign revenue to proper account.
- Reserve/Designation Decreases — decrease of $3.6 million due to the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Use of Fund Balance — increase of $1.1 million to provide funding for the Statewide Direct Primary Election in 2012 which has a fewer number of billable participating jurisdictions. Budgeted fund balance of $2.0 million is for sustaining funding of $1.3 million for

low-revenue election year, unemployment insurance cost increase of $0.5 million, and information technology enhancements and equipment of $0.3 million.

- General Revenue Allocation — decrease of $0.4 million, which reflects the management of limited County resources in the current economic environment.

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

Decrease of 1.00 staff year due to the expected benefits of reengineering business processes and the need to reduce staff to balance increased retirement costs. Net increase of $7.4 million overall is due to $2.1 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011; $7.6 million increase in Services and Supplies primarily for the February 2012 Presidential Primary Election; $1.0 million decrease in capital equipment (prior year one-time expenditure), and $1.3 million decrease in the Reserve Designation.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Registrar of Voters	63.00	63.00	63.00	0.00	62.00
Total	63.00	63.00	63.00	0.00	62.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Registrar of Voters	$ 24,232,644	$ 18,688,606	$ 20,046,031	7.26	$ 27,490,819
Total	$ 24,232,644	$ 18,688,606	$ 20,046,031	7.26	$ 27,490,819

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 9,551,278	$ 7,938,072	$ 8,287,216	4.40	$ 10,355,511
Services & Supplies	10,449,063	10,730,991	9,498,496	(11.49)	17,135,308
Capital Assets Equipment	214,200	19,543	1,000,000	5,016.92	—
Reserve/Designation Increase	4,018,103	—	1,260,319	—	—
Total	$ 24,232,644	$ 18,688,606	$ 20,046,031	7.26	$ 27,490,819

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 2,757,540	$ 1,481,411	$ 3,016,889	103.65	$ 4,036,100
Charges For Current Services	5,055,000	871,204	3,697,373	324.40	3,560,000
Miscellaneous Revenues	150,000	150,000	60,000	(60.00)	60,000
Reserve/Designation Decreases	—	3,573,412	—	(100.00)	1,260,319
Use of Fund Balance	4,218,103	923,000	2,016,769	118.50	7,219,400
General Revenue Allocation	12,052,001	11,689,579	11,255,000	(3.72)	11,355,000
Total	$ 24,232,644	$ 18,688,606	$ 20,046,031	7.26	$ 27,490,819

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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.*

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Financial Officer
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors

- County Counsel
- Grand Jury
- Human Resources
- 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.

2009-10 Anticipated Accomplishments

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

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investor Service), AAA (Standard & Poor's), and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt. Specific accomplishments include:

- The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds resulting in approximately $1.2 million of savings annually or net present value savings of $8.7 million over remaining life of the bonds.
- The early payment of $100 million in outstanding taxable Pension Obligation Bonds resulting in approximately $4.5 million savings annually or net present value savings of approximately $59.3 million over the remaining life of the bonds, and shortened the final maturity of the bonds by one year to Fiscal Year 2026-27.
- Following the suspension of Proposition 1A, successfully securitized $73.3 million in property tax revenues borrowed from the County and other special districts within the county mitigating cash flow and repayment risk.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity despite unprecedented volatility and substantial credit concerns facing the financial markets.
- Continued efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short- and long-term fiscal stability and facilitate the delivery of essential services to the public.

Required Discipline – Customer Satisfaction

- Delivered the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County resulting in success in 97% (72 of 74) of court decisions in all lawsuits filed against the County and a success rate of 100% (6 of 6) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Supported and maintained 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 – Regional Leadership

- Led regional efforts to provide the County and interested local cities the opportunity to join the Statewide pilot of the CaliforniaFIRST program, a property assessed clean energy program that will soon offer property owners financing for making certain energy efficiency and solar energy improvements with pay back for the loans attached to the property tax bill.
- Hosted the 26th 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.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Presented the "Large Agency Award of Excellence" for 2009 from the International Public Management Association. This award was given in recognition of the County's overall quality and accomplishments of the human resources program which exceeds normal operations of a good government human resources program.
- Safeguarded public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Supported 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.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination, and assisted departments with reorganization efforts related to workforce transition activities in order to increase efficiencies with fewer resources.

Required Discipline – Accountability/Transparency

- The County launched an enterprisewide effort to closely monitor the use of federal economic stimulus funds including the launch of the San Diego County Recovery Web site (www.RecoverySDCounty.org).
- Digitized close to 10 million images of over 150 years of official County records dating back to 1853 to ensure that all members of the public were able to benefit from these services.
- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources resulting in implementation of 96% (160) of

audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.

- Participated in the development of online training materials to educate the workforce on the Management Controls Initiative to promote a control environment and to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.

Required Discipline – Information Technology

- Recognized as the "Best Local Government Website" in the State by the Center for Digital Government in the 2009 Best of California Awards program.
- The County initiated the use of innovative social media technology to communicate internally and externally on critical public interest areas such as H1N1 flu vaccinations and winter storm alerts.
- The County developed a robust set of technical and functional requirements along with comprehensive management and implementation strategies which were used to create the Request For Proposal that was issued in March to solicit proposals to replace our antiquated and inefficient property tax administration applications.
- Implemented a secure electronic approval system to allow County officials to electronically approve board agenda items from any location, 24 hours a day/7 days a week eliminating the need to physically route documents across the region for "wet ink" signature. This initiative has reduced vehicle and fuel usage and increased overall staff productivity.
- Continued activities to upgrade the County's core financial and human resources software applications to improve operational efficiency. Specific accomplishments include; the completion of the competitive vendor selection process required to upgrade Oracle Financials, the County's key financial application, an upgrade to the time and labor tracking application KRONOS, to improve efficiency and enhance the support model, and lastly to upgrade the enterprise human resource management system to ensure application support and to standardize current system customizations which will make future upgrades easier.
- Aggressively pursued opportunities for server consolidation and virtualization to reduce costs and improve efficiencies.
- Revamped the County IT Strategic Plan to outline how over the next five years IT will assist the County achieve our vision to efficiently, effectively and strategically meet our goals and needs of our residents. The County is committed wherever it is cost effective for the taxpayer, to focus on green IT, customers first, workforces effectiveness, and anytime, anywhere access in our operations and strategic projects.

2010-12 Objectives

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.
- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

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. Due to reductions in funding, the annual Customer Satisfaction Survey component of this program is proposed to be eliminated.

Strategic Initiative – The Environment

- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.

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.
- Provide local veterans work experience by establishing a six-month Veteran's Work Experience Program in order for them to learn new skills to improve opportunities in the workforce.

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.
- 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.
- Complete the server consolidation and virtualization project to reduce costs and improve efficiency.

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: 2009-10 to 2010-11

Staffing

Decrease of 2.00 staff years due to the decline in the overall economy. This proposed decrease in staffing levels will reduce the level of direct support offered to Finance and General Government Group departments on business process reengineering initiatives, and will result in the transfer of management of the Panoramic Views (PB Views) application to the Health and Human Services Agency.

Expenditures

Decrease of $49.2 million.

- Salaries and Benefits — decrease by $0.2 million primarily due to the staffing changes described above.
- Services and Supplies — decrease of $46.7 million as a result of the removal of one-time information technology funding included in the prior year budget ($46.6 million) and a reduction in the travel and training budget ($0.1 million) due to a decline in the overall economy. This expenditure category includes the rebudget of one-time funding in the amount of $41.3 million to support anticipated costs associated with the development and implementation of an Integrated Property Tax System.
- Management Reserves — decrease of $2.3 million due to a decrease in the estimated amount of management reserves required to mitigate potential revenue shortfalls. The remaining $2.5 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

Decrease of $49.2 million.

- Use of Fund Balance — decrease of $48.9 million due to the removal of one-time prior year funds and decrease in management reserve described above. Remaining budget of $43.8 million includes a rebudget of one-time funding ($41.3 million) to support the development and implementation of an Integrated Property Tax System, and $2.5 million for management reserves.
- General Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $43.7 million is primarily the result of the removal of one-time funds and management reserves from Fiscal Year 2010-11, partially offset by an increase in Salaries and Benefits, which reflects an increase for

retirement contributions for 2011-12 and the full effect of the flexible credit increase that will take effect in January 2011.

Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Finance & Genl Govt Exec Office	11.00	8.00	6.00	(25.00)	6.00
Board of Supervisors	59.00	56.00	56.00	0.00	56.00
Assessor / Recorder / County Clerk	462.00	397.50	397.50	0.00	397.50
Treasurer - Tax Collector	123.00	121.00	121.00	0.00	121.00
Chief Administrative Office	16.00	15.50	14.50	(6.45)	14.50
Auditor and Controller	267.00	249.00	245.50	(1.41)	245.50
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	137.00	135.00	(1.46)	135.00
Grand Jury	1.00	1.00	1.00	0.00	1.00
Human Resources	122.00	118.00	110.00	(6.78)	110.00
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	1,281.00	1,182.00	1,165.50	(1.40)	1,165.50

Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Finance & Genl Govt Exec Office	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400
Board of Supervisors	7,827,003	7,671,647	7,628,046	(0.57)	7,630,818
Assessor / Recorder / County Clerk	58,762,157	52,195,380	50,638,198	(2.98)	50,411,586
Treasurer - Tax Collector	17,765,381	17,124,158	19,148,452	11.82	18,031,194
Chief Administrative Office	4,843,316	4,614,209	4,379,445	(5.09)	4,409,258
Auditor and Controller	37,522,608	34,063,269	33,839,785	(0.66)	34,359,080
County Technology Office	135,131,468	135,543,619	139,910,787	3.22	112,371,748
Civil Service Commission	648,340	621,605	558,294	(10.19)	566,258
Clerk of the Board of Supervisors	9,078,806	8,199,379	6,380,645	(22.18)	6,166,053
County Counsel	23,271,577	22,318,667	22,554,021	1.05	22,171,916
Grand Jury	737,162	678,122	580,076	(14.46)	581,666
Human Resources	22,857,113	22,384,701	22,703,286	1.42	21,889,423
Media and Public Relations	3,094,902	3,430,213	2,879,771	(16.05)	2,621,689
Total	$ 350,629,449	$ 407,216,413	$ 360,337,026	(11.51)	$ 286,688,089

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Executive Office	11.00	8.00	6.00	(25.00)	6.00
Total	11.00	8.00	6.00	(25.00)	6.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Executive Office	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400
Total	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 1,624,181	$ 1,266,561	$ 1,089,843	(13.95)	$ 1,232,953
Services & Supplies	17,765,435	92,304,883	45,546,377	(50.66)	4,244,447
Management Reserves	9,700,000	4,800,000	2,500,000	(47.92)	—
Total	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400

Budget by Categories of Revenue

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Use of Fund Balance	$ 22,700,000	$ 92,700,000	$ 43,801,930	(52.75)	$ —
General Revenue Allocation	6,389,616	5,671,444	5,334,290	(5.94)	5,477,400
Total	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400

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Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisorial District) of the county. (See map on Page 3).

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

District 1

Supervisor Greg Cox represents more than 638,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border 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, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety to better protect residents and fight child and elder abuse; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to raise funds and provide programs, like School Success, to help foster children achieve academic success and graduate high school. In 2008, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has also made it a priority to improve access to healthcare in his district and countywide. As one of the two Supervisors who initiated the Healthcare Safety Net study in 2005, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and worked with clinics and hospitals to maintain and enhance the safety net in San Diego County.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park.

Supervisor Cox co-chairs the 2010 Campaign for Active Transportation, which advocates for federal funding for projects and programs that encourage people to move from driving to walking and bicycling, thus reducing toxic auto emissions that pollute our air. He is championing San Diego's effort to complete the California Coastal Trail, a network of trails and routes spanning the entire coastline.

Supervisor Cox has received praise from local environmental groups for leading a regional effort with all the coastal cities in the County to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox has worked with federal and local offices regarding the design and construction of the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. Supervisor Cox is also working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the National Association of Counties. Supervisor Cox was recently appointed to represent the County of San Diego on the San Diego County Regional Airport Authority.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to approximately 584,706 residents, including 274,851 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $180 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro and Grantville in the City of San Diego.

District 3

Supervisor Pam Slater-Price is Chairwoman of the County Board of Supervisors for calendar year 2010.

She represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and much of coastal and inland suburban San Diego, including Rancho Bernardo, Scripps Ranch and Rancho Penasquitos.

The Chairwoman also represents diverse communities and constituencies in Escondido and suburban inland Mira Mesa, respectively; the eclectic community of Pacific Beach; the Cities of Encinitas, Solana Beach and Del Mar; distinct beach communities along Highway 101; as well as Scripps Ranch, Mira Mesa, Tierrasanta and Sabre Springs; and San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The Chairwoman is very involved in constituent service to her district. From County-operated libraries, Sheriff's protection and the District Attorney, the County provides essential services to the region and the district. The Third District offers a unique blend of urban, suburban, semi-rural and open space areas. The Chairwoman is actively engaged in issues relating to unincorporated growth and development, 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. Chairwoman 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 Chairwoman has funded various nonprofit 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, Chairwoman Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.

Chairwoman 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. Approximately 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, approximately 670,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved access to health care, public safety resources, emergency preparedness and strong relationships with faith-based organizations.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, 4S Ranch, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher, 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 protecting property rights, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the Web site at http://www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Board of Supervisors District 1	10.00	9.00	9.00	0.00	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	10.00	10.00	0.00	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	56.00	56.00	0.00	56.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Board of Supervisors District 1	$ 1,308,832	$ 1,308,832	$ 1,308,832	0.00	$ 1,308,832
Board of Supervisors District 2	1,392,135	1,392,135	1,312,135	(5.75)	1,312,135
Board of Supervisors District 3	1,271,836	1,271,836	1,285,392	1.07	1,285,392
Board of Supervisors District 4	1,216,950	1,216,950	1,229,921	1.07	1,229,921
Board of Supervisors District 5	1,408,611	1,408,611	1,408,611	0.00	1,408,611
Board of Supervisors General Offices	1,228,639	1,073,283	1,083,155	0.92	1,085,927
Total	$ 7,827,003	$ 7,671,647	$ 7,628,046	(0.57)	$ 7,630,818

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 6,657,866	$ 6,655,952	$ 6,617,967	(0.57)	$ 6,620,739
Services & Supplies	1,169,137	1,015,695	1,010,079	(0.55)	1,010,079
Total	$ 7,827,003	$ 7,671,647	$ 7,628,046	(0.57)	$ 7,630,818

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Revenue Allocation	$ 7,827,003	$ 7,671,647	$ 7,628,046	(0.57)	$ 7,630,818
Total	$ 7,827,003	$ 7,671,647	$ 7,628,046	(0.57)	$ 7,630,818

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Assessor/Recorder/County Clerk

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth and death certificates.

Mission Statement

To 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.

2009-10 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.

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.
- Developed a plan to review the departmental fee structure on an annual basis to ensure that costs for services are being fully recovered.

Required Discipline – Information Technology

- Developed requirements for 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. Completion of this project is dependent upon implementation of the Integrated Property Tax System (IPTS) which is currently in the Request for Proposal process.
- Procured a new integrated recording/vital records system that will allow the ARCC to maintain a high level of fiscal stability and service to its citizens. Installation of this new system is targeted for Fiscal Year 2010-11.
- Procured a records asset management solution to ensure compliance with business continuity objectives as well as any legal retention requirements. Implementation is targeted for Fiscal Year 2010-11.
- Implemented remediation strategies for legacy computer applications relating to Assessment Appeals, Roll Corrections and Proposition 8 valuations using modern client-server and database technologies. This will allow the department to fulfill increasing operational demands and customer service mandates.

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.

2010-12 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.
- Begin to electronically preserve vital records by scanning and indexing these documents to protect historical original documents from further deterioration.

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.
- Annually review departmental fee structure 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.
- Install and implement a new integrated recording/vital records system that will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Install and implement a records asset management solution to ensure compliance with business continuity objectives as well as legal retention requirements.
- Implement and install an electronic recording module that will allow the department to electronically accept recorded documents. This will enable the department to significantly reduce document processing time, improve the accuracy of records and enhance customer service. In addition, title companies, government agencies and other trusted business partners would realize cost savings in recording documents; and the speed at which documents are recorded will be greatly improved.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at http://arcc.co.san-diego.ca.us/arcc/default.aspx.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Percentage of ownership records indexed within two business days[1]	99%	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]	95%	94%	94%	94%	94%

Table Notes

[1] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2] Measures the performance in locating, identifying, and fairly and uniformly appraising all property. 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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Net decrease of $1.6 million.

- Salaries and Benefits — net increase of $0.2 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — net decrease of $1.8 million.
  - Decrease of $4.8 million used to fund Fiscal Year 2009-10 one-time initiatives, partially offset by $1.3 million to fund Fiscal Year 2010-11 one-time projects which include: scanning of prior year property appraisal records ($0.4 million); outsourced microfilm services ($0.4 million); integrated recording system software ($0.4 million), and vital records program enhancements ($0.1 million).
  - Increase of $1.0 million in IT costs due to escalating legacy remediation costs and increased storage costs.
  - Increase of $0.4 million in printing, postage and other discretionary costs due to anticipated rate increases.
  - Increase of $0.3 million to provide ongoing support costs for new integrated recording/vital records system.

Revenues

Net decrease of $1.6 million.

- Revenue from Use of Money & Property — increase of $0.1 million due to an increase in lease revenues as a result of the rental of previously unoccupied space.
- Charges for Current Services — net increase of $2.3 million.
  - Decrease of $0.5 million in Assembly Bill (AB) 2890, Supplemental Tax Administration Reimbursement, revenues.

- Increase of $2.2 million in Property Tax System Administration revenues to reflect anticipated collections from cities for services rendered ($1.8 million), and an increase of $0.4 million of Assembly Bill (AB) 589, State-County Property Tax Administration Grant Program, revenues for one-time scanning initiative described above.
- Increase of recorded document fees of $4.0 million primarily as a result of an increase in the recording fee ($4 to $10) for the first page. A decline in recording revenue is anticipated due to the current economic downturn in housing activity; the fee increase will help mitigate this shortfall as well as declines in other revenues described below.
- Decrease of $0.5 million in revenue for Certified Copy Vital Statistics due to fewer applications for certified copies of vital records.
- Decreases of $1.3 million in Modernization, $0.7 million in E-Recording, and $0.7 million in Social Security Truncation revenues are related to the decline in the real estate market resulting in fewer recording transactions, and the department's goal to reduce operational reliance on these revenue categories.
- Decrease in $0.5 million from various other revenue sources due to a decline in recording transactions as described above.
- Increase of $0.2 million in Micrographics due to a one-time initiative for records preservation project.

- Use of Fund Balance — decrease of $3.0 million to reflect decrease in General Fund fund balance for Fiscal Year 2009-10 one-time initiatives.
- General Revenue Allocation — decrease of $0.9 million, which reflects the management of limited County resources in the current economic environment. This decrease will be mitigated by increases in program revenues described above.

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

Net decrease of $0.2 million is a result of a decrease of $1.0 million in Services and Supplies due to $1.3 million to fund one-time initiatives for Fiscal Year 2010-11, offset by $0.8 million for one-time initiatives in Fiscal Year 2011-12, and a decrease of $0.5 million in contracted services. This decrease is partially offset by an increase in Salaries and Benefits ($0.7 million), which reflects an increase for retirement contributions in 2011-12 and a negotiated flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Property Valuation ID	294.50	265.00	263.00	(0.75)	263.00
Recorder / County Clerk	131.00	103.00	110.50	7.28	110.50
Public Information Services	19.50	15.50	—	(100.00)	—
Management Support	17.00	14.00	24.00	71.43	24.00
Total	462.00	397.50	397.50	0.00	397.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Property Valuation ID	$ 32,460,017	$ 29,430,409	$ 31,461,924	6.90	$ 31,640,246
Recorder / County Clerk	22,644,097	19,548,717	16,010,517	(18.10)	15,590,768
Public Information Services	1,314,271	976,037	—	(100.00)	—
Management Support	2,343,772	2,240,217	3,165,757	41.31	3,180,572
Total	$ 58,762,157	$ 52,195,380	$ 50,638,198	(2.98)	$ 50,411,586

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 39,360,945	$ 35,283,624	$ 35,515,770	0.66	$ 36,264,314
Services & Supplies	19,201,212	16,891,756	15,097,428	(10.62)	14,048,580
Capital Assets Equipment	—	20,000	25,000	25.00	98,692
Total	$ 58,762,157	$ 52,195,380	$ 50,638,198	(2.98)	$ 50,411,586

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 469,345	$ 500,000	$ 500,000	0.00	$ 500,000
Revenue From Use of Money & Property	198,987	20,000	120,000	500.00	120,000
Charges For Current Services	36,670,190	27,764,422	30,033,919	8.17	29,133,704
Miscellaneous Revenues	30,000	630,000	631,000	0.16	631,000
Use of Fund Balance	5,200,000	3,000,000	—	(100.00)	—
General Revenue Allocation	16,193,635	20,280,958	19,353,279	(4.57)	20,026,882
Total	$ 58,762,157	$ 52,195,380	$ 50,638,198	(2.98)	$ 50,411,586

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Treasurer-Tax Collector

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for $6.0 billion in public funds; the billing and collection of approximately $4.6 billion in secured and $0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2009-10 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

- Managed banking services for 360 accounts for both County departments and public entities in order to safeguard public funds and maintain public trust. On a daily and monthly basis, the Treasury staff is responsible for the reconciliation of 110 bank accounts that are linked to the Master Treasury account.

- 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 San Diego County Pool's assets remain stable and continue to be managed in a safe and consistent manner.
- The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for an anticipated 1.00% rate of return on investment, without sacrificing the principle of safety or liquidity. This was accomplished in order to continue to fund the delivery of superior services throughout the San Diego County region. Additionally, the Investment Pooled Money Fund received reaffirmation of its Standard & Poor's AAAf/S1rating.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector assisted in the issuance of approximately $350 million in bond proceeds during Fiscal Year 2009-10. The Treasury processed in a timely manner 224 interest payments and 128 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars: the Investment Symposium (69 attendees), the Debt Symposium (111 attendees) and the Fraud Prevention Seminar (99 attendees). Additionally, due to

the success of the education program, the Treasury hosted a new seminar for local nonprofit organizations in April 2010.

- Invested in local lending institutions in contribution to the health of our local economy by depositing $60 million in 19 local community banks through the Local Banking Initiative. This initiative was achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return. The Treasury has invested as much as $100 million in local community banks, however, due to market turmoil deposits are down to $60 million.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 60 (for a total of 380) through a Certified Cash Handling Seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States & Canada). This award winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

Required Discipline – Continuous Improvement

- Awarded a contract for audit services to Nigro, Nigro & White. 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. The contractor has completed the Fiscal Year 2008-09 annual financial statement audit and is expected to complete three quarterly reviews by June 30, 2010.
- Conducted detailed contract negotiations with the selected vendor for outsourcing of credit card and electronic property tax payments. Due to the specific technical requirements for implementation, the launch date is anticipated to be in August 2010. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing and reduce staff time.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing full service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline – Fiscal Stability

- Prepared and mailed property tax bills and notices 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 anticipated rate of 96% of secured taxes, and 97% of unsecured taxes.

Required Discipline – Information Technology

- Participated in the development of a request for proposal for the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office.

Strategic Initiative – Safe and Livable Communities

- Supported services that protect San Diego County residents' quality of life.
  - Processed approximately 51,000 supplemental property tax refunds. As a result of the struggling economy there has been a 1,260% 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 approximately 2,900 new cases established for taxpayers who are in bankruptcy and have secured or unsecured taxes due through June 30, 2010. This is a 23% decrease from the number of new bankruptcy cases received in Fiscal Year 2008-09. However, as a result of the struggling economy, it reflects a 302% increase over new bankruptcy cases that were received in Fiscal Year 2006-07. This poses a challenge for the Treasurer-Tax Collector to maintain these essential services in this time of budgetary and economic uncertainty; however, the department has managed theses increases by successfully maintaining the essential services its customers rely on.

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.

Strategic Initiative – Safe and Livable Communities

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Enrollment in the Deferred Compensation 457 plan is expected to increase by 250 participants by June 2010, well over the target number of 100; however, the number of net accounts may decrease to 39.4% as participants leave County employment and retired personnel close accounts.
  - The 457 Deferred Compensation Plan average deferral amount is anticipated to decrease to $189 per pay period. While lower than last year, an increasing number of employees who stopped contributions previously have restarted but at a lower rate.
  - Educated employees on the Deferred Compensation Plan by presenting one Investment & Retirement Symposium in January 2010 and have scheduled the second one for early May 2010.
  - Continued to increase employee awareness and understanding by hosting an estimated 62 separate training sessions throughout the County.

2010-12 Objectives

Treasury

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principle of safety or liquidity for an anticipated weighted average rate of return of 0.75% in Fiscal Year 2010-11 and 1.25% in Fiscal Year 2011-12.

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 five seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 40 people in Fiscal Year 2010-11 and 40 people in Fiscal Year 2011-12 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. Original target of 60 has been revised because most employees who require certification have already been certified.
- Develop "knowledge workers" within the Treasury Division by encouraging professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

Required Discipline – Continuous Improvement

- Implement the outsourcing of credit card and electronic property tax payments by June 30, 2011. 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 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, 2011.

Required Discipline – Information Technology

- Participate in the further development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office to prepare IPTS for deployment by a date to be 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 Deferred Compensation 457 Plan to 40.4% (145 additional participants) by June 30, 2011 and to 41.5% (150 additional participants for a total of 295 over current) by June 30, 2012.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $192 per pay period by June 30, 2011 and to $195 by June 30, 2012.
  - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2011.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the Web site at http://www.sdtreastax.com/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Secured Taxes Collected (% of total)[1]	96.3%	96%	96%	96%	96%
Unsecured Taxes Collected (% of total)[1]	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	2.40%	1.00%[2]	1.00%[2]	0.75%[3]	1.25%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.60[4]	4.70	4.70	4.70	4.70
Deferred Compensation Plan Asset Growth	-16.2%[5]	1%[5]	28.5%[5]	1%[5]	1%
457 Deferred Compensation Plan average deferral amount per employee per pay period	$198	$198	$189[6]	$192[6]	$195[6]
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	37.9%[7]	42%[7]	39.4%[7]	40.4%[7]	41.5%
Number of newly Certified Cash Handlers for the County and other government entities	80	60[8]	60[8]	40[8]	40

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 are anticipated through 2012 as the real estate market continues to struggle.

[2] The Rate of Return on Investment Pool is estimated to be 1.00% for the Fiscal Year 2009-10 due to the Federal Reserve funds target rate having remained set at a range of 0.00%-0.25%.

[3] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range over Fiscal Year 2009-10, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

[4] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

[5] The Deferred Compensation Plan performed well since the beginning of the fiscal year as the markets, on the whole, bounced back after a hard drop benchmarked off of a year ago. The S&P 500 was up 23.5% while assets in the plan grew 28.7%. Going forward, economist consensus has the markets giving back some of this spectacular gain but still have the economy growing, albeit sluggishly.

[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 the department will strive for 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 County employees actively contributing to the 457 plan because financial market conditions have created a hardship situation for many employees. There is growth as some employees step back in after stopping all contributions. 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 2010-11 and 2011-12 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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Increase of $2.0 million.

- Salaries and Benefits — increase of $0.3 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — increase of $1.7 million.
  - Increase of $0.6 million due to increased cost of banking services, software licenses and application maintenance and updates. It is anticipated that upon implementation of the Web Integrated Tax System (WITS) 2.0 that these ongoing costs will be reduced beginning in Fiscal Year 2011-12.
  - Increase of $0.3 million for implementation of the Sungard Quantum application to support Treasury operations and ensure continuity of operations during a disaster or pandemic.
  - Increase of $0.8 million in one-time funding for the implementation of the Web Integrated Tax System (WITS) 2.0 infrastructure that will allow for a real-time client server property tax payment processing architecture.

Revenues

Increase of $2.0 million.

- Fines, Forfeitures & Penalties — increase of $0.03 million due to anticipated revenue from fees and penalties for delinquent tax payments.
- Charges for Current Services — net increase of $1.5 million.
  - Increase of $0.1 million in tax collection revenue for title searches and tax sales in order to align budget with historical actuals.
  - Decrease of $0.7 million in Assembly Bill (AB) 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 $1.0 million in Property Tax Administrative fees to reflect anticipated cost reimbursement from cities for the property tax collection program.
  - Increase of $1.1 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations, thus increasing service and value to the Pool participants. This increase includes $0.3 million in one-time funding which will partially offset costs associated with the WITS 2.0 information technology initiative described above.
- Miscellaneous Revenues — increase of $0.2 million due to anticipated revenue for reimbursement of administrative costs for the Deferred Compensation Program.
- Use of Fund Balance — increase of $0.5 million for implementation of one-time projects to enhance technology solutions to improve performance and streamline Treasurer-Tax Collector operations.
- General Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment. This decrease is proposed to be mitigated by increases in program revenues described above.

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

Net decrease of $1.1 million is the result of a decrease of $1.3 million in Services and Supplies due to the completion of one-time projects from prior fiscal year, partially offset by an increase of $0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Treasury	26.00	23.00	23.00	0.00	23.00
Deferred Compensation	—	3.00	3.00	0.00	3.00
Tax Collection	85.00	83.00	83.00	0.00	83.00
Administration - Treasurer / Tax Collector	12.00	12.00	12.00	0.00	12.00
Total	123.00	121.00	121.00	0.00	121.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Treasury	$ 5,763,990	$ 5,417,056	$ 6,543,884	20.80	$ 6,045,540
Deferred Compensation	—	306,405	311,299	1.60	318,181
Tax Collection	9,762,812	9,244,130	9,352,843	1.18	9,479,762
Administration - Treasurer / Tax Collector	2,238,579	2,156,567	2,940,426	36.35	2,187,711
Total	$ 17,765,381	$ 17,124,158	$ 19,148,452	11.82	$ 18,031,194

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 10,349,266	$ 10,411,415	$ 10,690,081	2.68	$ 10,909,369
Services & Supplies	7,216,115	6,712,743	8,458,371	26.00	7,121,825
Total	$ 17,765,381	$ 17,124,158	$ 19,148,452	11.82	$ 18,031,194

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Fines, Forfeitures & Penalties	$ 992,450	$ 1,002,450	$ 1,035,450	3.29	$ 1,035,450
Charges For Current Services	10,220,012	10,450,956	11,991,679	14.74	11,277,199
Miscellaneous Revenues	203,021	200,000	409,000	104.50	409,000
Use of Fund Balance	700,000	—	526,895	—	—
General Revenue Allocation	5,649,898	5,470,752	5,185,428	(5.22)	5,309,545
Total	$ 17,765,381	$ 17,124,158	$ 19,148,452	11.82	$ 18,031,194

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COUNTY OF
SAN DIEGO
MDCCCLI

Chief Administrative Office

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

The Chief Administrative Office department is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Internal Affairs and the Office of Strategy and Intergovernmental Affairs.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

2009-10 Anticipated Accomplishments

Fiscal Year 2009-10 was a year of change for all government agencies including the County of San Diego. Property and sales tax revenues declined. State funding for mandated programs became increasingly uncertain. In response to these and other challenges, the Chief Administrative Office used the County's General Management System (GMS) disciplines to address these changes by focusing on two levels.

First, the CAO worked to maintain County programs and the organization's commitment to customer service, excellence and innovation by continuously monitoring and accurately forecasting revenues, costs and cash flow trends; proactively managing risk; aggressively managing workforce vacancies; and readjusting budgets and operational practices, as needed, to ensure that resources were deployed to support the delivery of essential services.

Second, the CAO worked to prepare the organization and its workforce for the future by thoroughly examining all parts of the organization to identify programs and services that are core County government functions and those that are not; by identifying programs that could be operated more efficiently through alternate means (reengineering, managed competition, outsourcing and divestiture); by continuing to promote use of new technologies to obtain efficiencies; and by helping County workers obtain the skills and qualities that will be needed to meet future business needs.

Major highlights of the CAO's Fiscal Year 2009-10 accomplishments, and how they relate to the County's 2009-2014 Required Disciplines and Strategic Initiatives, are listed below. Many of the accomplishments serve more than one purpose and each accomplishment listed as a County Required Discipline supports our organization's priorities for the public – that is to help kids, protect the environment and promote safe and livable communities. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A county that is safe, healthy and thriving."

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investor Service), AAA (Standard & Poor's), AAA (Fitch Ratings) to ensure lower debt interest costs. Ratings assigned by Standard & Poor's and Fitch Ratings were affirmed in September 2009; the rating assigned by Moody's Investor Service was recalibrated from Aa2 to an Aa1 Global Scale Rating (GSR) effective April 16, 2010.

- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt. Specific accomplishments include:
  - The early payment of $100 million in outstanding Taxable Pension Obligation Bonds resulting in approximately $4.5 million savings annually or net present value savings of $59.3 million over the remaining life of the bonds.
  - The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds, resulting in approximately $1.2 million of savings annually or net present value savings of $8.7 million over remaining life of the bonds.
- Continued to aggressively seek federal economic stimulus funds and launched an enterprisewide effort to closely monitor the use of these funds including the launch of the San Diego County Recovery Web site http://www.RecoverySDCounty.org.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs and customers of today and tomorrow.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination and assisted departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.

Required Discipline – Accountability/Transparency

- Ensured the integrity of management control systems, consistent performance across the enterprise and a best use of resources by performing State mandated and operational/performance audits and implementing 96% (160) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services on or before their due date.
- Launched the Management Control Initiative (MCI) to ensure fiscal responsibility, accountability and operational integrity.

Required Discipline – Information Technology

- Continued to leverage the County's investment in Information Technology:
  - Made more County services accessible to the public.
  - Used information technology (IT) to streamline business processes and improve program efficiency and performance.
  - Increased use of mobile technology throughout the organization to increase staff productivity and cut fuel costs.
  - Increased use of social media tools throughout the organization to speed the delivery of information to County residents.
  - Accelerated efforts to achieve server consolidation and virtualization to reduce IT costs and increase efficient use of resources.
  - Moved forward in efforts to replace an obsolete property tax system with a state of the art Integrated Property Tax System.
  - Implemented a secure electronic approval system to allow County officials to electronically approve board agenda items from any location, 24 hours a day/7 days a week, eliminating the need to physically route documents across the region for "wet ink" signatures. This initiative will reduce vehicle and fuel usage and increase staff productivity.

Required Discipline – Essential Infrastructure

- Continued to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs:
  - Completed construction and opened a new state-of-the-art Medical Examiner Forensic Center on time and under budget, to serve the region's current and future forensic science, public safety and public health needs.
  - Broke ground for and successfully managed the first phase of the County's largest capital project to date - replacing the antiquated County Operations Center with an energy-efficient, space-efficient complex that will make it possible for the County to spend less taxpayer money on lease and building costs in the future.
  - Began construction of two new branch libraries in Fallbrook and Ramona that will significantly expand both the size of the libraries in those communities and the services available to the community.
  - Performed $22 million in major maintenance work on County facilities, ensuring that the public's investment in the facilities needed to provide public services is protected and that costly deterioration is avoided.

Required Discipline – Continuous Improvement

- Improved and streamlined business processes in the County's Health and Human Services Agency, making it possible for staff to handle increasing social service caseloads without increasing staff. Among the improvements made:
  - Fully implemented multi-year "social services safety net" project to streamline the business processes of three 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 337,000 people by over 1,000 staff throughout the Agency.
  - Converted over 200,000 paper cases to electronic files to support transition to virtual (paperless) caseload to gain efficiency and enhance customer service.
  - Redesigned the staffing model and implemented trainings to support transition to a team-oriented, task-based service approach in Agency Family Resource Centers to accommodate higher volume of applications and participation in self-sufficiency programs.
  - Introduced same-day application processing to improve timely delivery of services to customers in Agency Family Resource Centers.
  - Implemented year one of the three-year Nutritional Security Plan to help with the 47% increase in applications 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. Accomplishments in year one include:
    - Provided online application assistance to local community-based organizations to complete the Food Stamp/SNAP application process in partnership with Alliance Healthcare Foundation.
    - Developed THRIVE San Diego (a collaboration of the Agency, Internal Revenue Service, United Way, San Diego State University, California State University San Marcos, 2-1-1 San Diego and the Consumer Center for Education and Advocacy, and other community-based organizations) to engage college students to help low income residents file their taxes, apply for Earned Income Tax Credit, as well as provide screening and referral for SNAP eligibility.

Required Discipline – Customer Satisfaction

- Expanded the use of self-service kiosks in County facilities to give customers easier access to child support services.
- Used social media tools to deliver real-time information on road conditions, flooding and other storm-related news directly to County residents, in response to public requests for immediate information on road conditions during storms.

Required Discipline – Regional Leadership

- Led efforts throughout the region to anticipate and proactively manage the threat to public health posed by the Pandemic 2009 H1N1 Influenza:
  - Coordinated distribution of 1,128,700 doses of vaccine (as of April 2010) with local hospitals, health care providers, schools, institutions and community organizations.
  - Expanded hours at seven County immunization clinics to administer over 95,000 doses of the vaccine.
  - Conducted school-based vaccinations, administering over 64,000 doses.
  - Operated 10 mass vaccination clinics, at which over 11,000 doses were administered.
  - Used technology for real-time management of field operations, vaccine distribution chain and statistical reporting as well as to communicate directly with the public on breaking news and to provide prevention information.
- Successfully preparing for the June 2010 countywide Gubernatorial election for all jurisdictions with candidates or measures on the ballot.
- Led regional efforts providing the County and interested local cities the opportunity to join the CaliforniaFIRST program, a statewide pilot program that will soon offer property owners financing for adding certain energy efficiency and solar energy improvements to their homes or business with the payback for the loans attached to the property bill.
- Provided logistical, administrative and outreach support to the 2010 U.S. Census staff.

Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County improved health and health care for families, which helps children and the adults that care for them through the following accomplishments:
  - Developed a draft comprehensive health strategy agenda built on four major themes – changing the culture within, supporting healthy choices, pursuing

policy changes for a healthy environment, and building a better system. Together these themes help achieve a San Diego County where children, adults, and older adults thrive in communities that support health and well-being.

- Obtained a $16 million Centers for Disease Control and Prevention (CDC) American Recovery and Reinvestment Act (ARRA) prevention grant to launch a new initiative, Community Putting Prevention to Work (CPPW), to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking. The initiative will enhance activities in the Strategy Agenda for Health.
- Strengthened the health care safety net by engaging community partners and reviewing current systems for operational efficiencies, including a preliminary cost effectiveness study of the Health Care Coverage Initiative on quality of care and reduction of inpatient/emergency department costs and utilization.
- Pursued enhanced funding for the safety net through Intergovernmental Transfers to increase federal funding for safety net healthcare services within San Diego County.
- Implemented the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations, including services for children 0-5 years of age in a new multidisciplinary program.

- Fully implemented School Success, a program designed to help foster children tackle the difficulties they face at home and school. Partnered with the County Office of Education to provide services to over 600 children to promote their school success.
- Helped families learn about and obtain child support services through proactive media relations and community outreach.
- Ensured that youth who left custodial settings were prepared for success in the community through successful participation in rehabilitative opportunities.

Strategic Initiative – The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Promoted sustainability of the region's natural resources:
  - Continued to lead in the area of sustainability by retrofitting eight County park facilities with lighting designed to cut energy use by up to 35%, and by improving exiting irrigation systems, designed to cut water use by 5%, at 14 parks.
  - Maintained at least 50% solid waste diversion from landfills, working with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to recycle construction and demolition materials. Recycled 80,000 gallons of used oil and 12,000 used oil filters.
  - Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
  - Conducted outreach sessions for businesses that handle hazardous waste and universal waste or underground storage tanks. Effectiveness was measured 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 was attained based on 70% of the audience improving their scores on the post-test.
  - Reduced electricity consumption in County facilities by 1% per square foot.
  - Reduced emissions by County vehicles and fuel consumption by County employees by 5%.

Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Ensured 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.
- Increased the recovery rate of stolen vehicles by 11% by coordinating the successful implementation and utilization of various license plate reader technologies.
- Improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used 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.
- Expanded 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.
- Protected residents from wildfire and other natural disasters:
  - Developed 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. The plan templates will be developed and provided to the jurisdictions by June 2011.
  - Initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households that focused on the communities in wildland urban interface areas. An additional 100,000 pamphlets will be delivered households by November 2010.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities - new fire engines and water tenders and protective suits for the County's volunteer firefighters.
  - Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in 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.
- Enhanced safety for motorists and pedestrians by awarding 21 (non school-related) Capital Improvement Projects in County communities that enhance safety and improve traffic flow.
- Maintained over 88,000 hours of operation at libraries, even as funding decreased.

2010-12 Objectives

During Fiscal Years 2010-12, the Chief Administrative Office will continue to use the County's General Management System (GMS) to maintain core County services within available revenues, as well as to review and revise the County's organizational structure to institute additional efficiencies, new technologies and new work methods that will enable County workers to quickly identify and adapt to changing public needs.

Major highlights of the CAO's Fiscal Year 2010-12 objectives, and how they relate to the County's 2010-2015 Required Disciplines and Strategic Initiatives, are listed below. Additional objectives and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County will continue to improve health and health care, helping children and the adults that care for them by launching the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system.
- Maximize compliance with child support orders by promoting, enabling and ensuring payment for families. Inform and educate the community about child support services through proactive media relations and community outreach.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.
- Improve safety for children and their families in school areas:
  - Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provided 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, keeping kids safe from traffic around their schools and providing safe routes to school.
- Implement a pilot Tenant-based Rental Assistance Program for homeless veterans and their families.

Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Address core law enforcement and public safety needs as well as community-based initiatives to improve public safety:
  - Work collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody. Collaborate with the Superior Court, California Department of Corrections and Rehabilitation to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders. Collaborate to develop and implement a reentry program for female offenders reentering the community after incarceration in Las Colinas Detention Facility.

- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.
- Continue to enhance emergency preparedness for the region and protect residents from wildfire and other natural disasters:
  - Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - 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 collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - 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.
- Maintain the planned schedule of library operations with 88,400 hours open.
- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

Strategic Initiative – The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Protect and conserve the region's natural resources:
  - Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
  - Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
  - Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Protect local watersheds:
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- 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), which streamline the development process and help create viable permanent open space preserves.
- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.

Required Discipline – Fiscal Stability

- 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.
- Aggressively pursue opportunities to reduce costs throughout the organization by reviewing opportunities for service consolidation, reengineering, or the provision of services through alternate delivery methods.
- 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.
- Complete implementation of economic reality plans and implement viable, cost effective options identified in IHSS Reform activities.
- Negotiate fiscally-prudent successor agreements with 25 bargaining units and eight employee organizations by June 2011.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs 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 and assist departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.
- Establish a six-month Veteran's Work Experience Program that gives local veterans work experience and an opportunity to learn new skills, improving their chances for success in the workforce.

Required Discipline – Information Technology

- Continue implementation of technologies that improve operational efficiency or communication or that empower residents.
  - Use technology to improve communication between the County Office of Emergency Services and local business members of the San Diego County Business Alliance.
  - Install mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
  - Complete the self-checkout and Radio Frequency Identification technology projects in 13 additional library branches.
  - Migrate additional County documents to electronic rather than paper-based form, including Community Development files, procurement information and bid packages.
  - Increase video-teleconferencing to conduct video interviews with adult inmates and juvenile detainees to reduce travel.
  - Continue working to replace obsolete property tax systems with an efficient, state-of-the-art Integrated Property Tax System.
  - Expand the use of social media tools to engage and inform residents about services and events.
  - Increase the number of public services and forms provided on department Web sites to improve customer service and reduce printing and mail costs.

Required Discipline – Essential Infrastructure

- 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:
  - Successfully complete the County Operations Center (COC) and Annex Redevelopment – Phase 1A, a $188.5 million project that provides two space and energy-efficient office buildings, an energy-efficient central plant and one parking structure.
  - Begin construction on Phase 1B of the County Operations Center (COC) and Annex Redevelopment, to further consolidate and modernize County operations and provide cost effective, energy-efficient facilities that meet the public's current and future needs.
  - Complete construction of new branch libraries in Fallbrook, Ramona and Lincoln Acres and the expansion of the Cardiff Library, providing more services and better facilities to residents of those communities.
  - Complete design and begin construction of 24 residential and administrative buildings and related infrastructure improvements at the San Pasqual Academy (SPA) to replace SPA buildings destroyed by the 2007 Witch Creek Fire.
  - Continue to work toward replacement of the region's women's detention facility in Santee.
  - Continue to perform maintenance work on County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct the public's business and to ensure that future generations are not saddled with more costly repair or replacement expenses.

Required Discipline – Customer Satisfaction

- Ensure that the public "gets what they pay for" by conducting annual inspections on major retail devices, including registered computing scales, water dispensers and counter scales, and by conducting outreach to local merchants and retailers about price accuracy compliance.
- Implement the "Marketplace" model for library branches, which includes retail management techniques of physical layout and display.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously results in the receipt of full child support payments and parent satisfaction with the outcome.

Required Discipline – Accountability/Transparency

- Complete implementation of management control initiatives in all five business groups to ensure fiscal responsibility, accountability and operational integrity.
- 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.
- Create, maintain and provide official County records in compliance with all laws and continue to increase the number of public records available online.

Required Discipline – Continuous Improvement

- Implement a Government Without Walls program, maximizing use of mobile technology by headquartering County inspector staff within their assigned work areas. By deploying the workforce in nontraditional ways, the County will:
  - Reduce monthly vehicle mileage to save on fuel and vehicle maintenance costs.
  - Increase the number of inspections performed since less time will be spent in the office and commuting to and from work areas.
  - Reduce the need for office space, phone lines and desktop computers.
- Maximize postage discounts by bar coding at least 95% of all standard business letters.

Required Discipline – Regional Leadership

- Lead and coordinate Countywide disaster exercises to assess and improve the region's ability to respond to a disaster.
- Successfully conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary and the June 2012 Statewide Direct Primary Election for all participating jurisdictions, offices and propositions.
- Prepare to support Board of Supervisors' review of County Supervisorial district boundaries and populations, once the results of the 2010 census is released by the U. S. Census Bureau.

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: 2009-10 to 2010-11

Staffing

Decrease of 1.00 staff year as a result of anticipated reductions in available funding. This reduction will require the reassignment of certain functions within the organization and will reduce the CAO's capacity to respond to workload increases or special projects.

Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — decrease of $0.1 million primarily due to the staff year reduction noted above, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.1 million as a result of reduced costs related to the County's advocacy contract.

Revenues

Net decrease of $0.2 million.

- Charges for Current Services — increase of $0.04 million as a result of an increase in external department overhead payments (A-87).
- General Revenue Allocation — decrease of $0.28 million, which reflects the management of limited County resources in the current economic environment.

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

No significant changes.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Executive Office	7.00	7.00	6.00	(14.29)	6.00
Office of Intergovernmental Affairs	5.00	4.50	4.50	0.00	4.50
Internal Affairs	4.00	4.00	4.00	0.00	4.00
Total	16.00	15.50	14.50	(6.45)	14.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Executive Office	$ 1,847,121	$ 1,764,820	$ 1,645,523	(6.76)	$ 1,647,737
Office of Intergovernmental Affairs	1,651,175	1,499,123	1,380,931	(7.88)	1,391,277
County Memberships and Audit	739,221	757,196	762,261	0.67	770,638
Internal Affairs	605,799	593,070	590,730	(0.39)	599,606
Total	$ 4,843,316	$ 4,614,209	$ 4,379,445	(5.09)	$ 4,409,258

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 2,606,298	$ 2,504,844	$ 2,414,430	(3.61)	$ 2,435,866
Services & Supplies	2,217,018	2,109,365	1,965,015	(6.84)	1,973,392
Total	$ 4,843,316	$ 4,614,209	$ 4,379,445	(5.09)	$ 4,409,258

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 192,887	$ 30,753	$ 72,170	134.68	$ 72,170
General Revenue Allocation	4,630,429	4,583,456	4,307,275	(6.03)	4,337,088
Total	$ 4,843,316	$ 4,614,209	$ 4,379,445	(5.09)	$ 4,409,258

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Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

2009-10 Anticipated Accomplishments

Required Discipline – Information Technology

- Upgrades to the Kronos timekeeping system have begun and are scheduled for completion in the first quarter of Fiscal Year 2010-11. Upgrades are based upon the improvements identified through business process reengineering. The Kronos upgrades will provide for more efficient use and place the County on a fully supported version of the application.
- Completed the competitive vendor selection process required to upgrade Oracle, the County's key financial application. The upgrade of these applications, which support the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of these applications.

- Completed a solution for external entities (school districts) to access the Oracle Financials system, which provides improved reporting and management capabilities of their funds. Allowing the external entities to have direct access to Oracle Financials has reduced the need for County employees to perform data entry for these entities. Participating school districts include the County Office of Education and the San Diego Community College District.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, a request for proposals was issued for the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investor Service), AAA (Standard & Poor's), and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Identified current and future revenue, as well as cost and cash flow trends, in a timely manner to facilitate the allocation of limited resources to San Diego County groups and departments.
- The County's revenue projections were accurate, improving the ability to allocate limited resources. Actual General Purpose Revenue received was 1.6% greater than the budgeted General Purpose Revenue, which met the target that this variance be no greater than 2.5% of the actual revenue received.

Required Discipline – Accountability/Transparency

- Submitted 100% (1,700) 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.

- Completed the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2009. The CAFR report presents the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.
- Processed 100% of County payments (184,454) within five business days after receipt of invoice by Accounts Payable. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, to improve uniformity and consistent performance across the enterprise, and to ensure the best use of County resources. Implemented 96% (160) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Projected General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program were within 1% of arbitrage limits. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline – Regional Leadership

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Fiscal Years 2009-11 Operational Plan.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2009.

2010-12 Objectives

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 to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, improve performance across the enterprise, and ensure the most efficient use of resources.
- Meet the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2009.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the implementation of the Integrated Property Tax System which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continue to upgrade the Oracle financial and Kronos timekeeping systems, based upon the improvements identified through business process reengineering efforts, to improve efficiency in the use of these applications.

Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investor Service), AAA (Standard & Poor's), and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

Related Links

For additional information about the Auditor and Controller, refer to the Web site at http://www.sdcounty.ca.gov/auditor/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget	0.6%	2.5%	1.6%	2.5%	2.5%
Planning – Project General Fund cash flows within 2% of arbitrage[2] limits[3]	1%	1%	1%	N/A	N/A
Planning – Meet the arbitrage[2] limit as established by bond counsel within 4 months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[4, 5]	N/A	N/A	NA	YES	YES
Processing – County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 194,454	95%	100% of 184,454	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,789	100% of 1,789	100% of 1,700	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[6]	99% (172)	92%	96% (160)	94%	94%

Table Notes

[1] General Purpose Revenue (GPR) represented approximately 25.1% of the General Fund financing sources in Fiscal Year 2009-10. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore it is essential to maintain accurate forecasts of this revenue.

[2] Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[3] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan.

[4] This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

[5] New measure effective Fiscal Year 2010-11.

[6] Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations,and compliance with federal, State and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System. While all audit recommendations are viewed as important, the OAAS uses a ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County, and results reported.

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

Staffing

Decrease of 3.50 staff years as a result of anticipated reductions in available funding. The reduced staffing will result in reduced and delayed collection revenue for client departments, staff reassignments, cross-training, and altered work functions to meet existing and future needs during normal and peak workload demands.

Expenditures

Decrease of $0.2 million.

- Salaries and Benefits — increase of $0.4 million as a result of negotiated wage and benefit increases and staffing changes described above.
- Services and Supplies — decrease of $0.6 million as a result of the anticipated reduction in available funding. The reductions in resources are primarily in the information technology application services and catalog accounts. These reductions will diminish the department's ability to make non-discretionary changes and updates to existing financial applications; additionally, reductions will eliminate maintenance of a WebFocus position control application that will be phased out in future years.

Revenues

Decrease of $0.2 million.

- Charges for Current Services — increase of $0.4 million primarily related to increased revenue from external department overhead payments (A-87 Cost Reimbursements) for the Superior Court to align budget with anticipated actuals, and an increase in Accounting Service Fees for Property Tax administration cost recovery from local cities.
- General Revenue Allocation — decrease of $0.6 million, which reflects the management of limited County resources in the current economic environment.

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

Increase of $0.5 million is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Audits	17.00	15.00	15.00	0.00	15.00
Office of Financial Planning	13.00	13.00	13.00	0.00	13.00
Controller Division	100.00	95.00	96.00	1.05	96.00
Revenue and Recovery	105.50	96.00	92.00	(4.17)	92.00
Administration	19.50	19.00	18.50	(2.63)	18.50
Information Technology Mgmt Services	12.00	11.00	11.00	0.00	11.00
Total	267.00	249.00	245.50	(1.41)	245.50

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Audits	$ 2,674,756	$ 2,511,259	$ 2,497,900	(0.53)	$ 2,543,010
Office of Financial Planning	2,289,260	2,264,738	2,237,929	(1.18)	2,269,635
Controller Division	11,312,272	10,823,622	11,100,539	2.56	11,283,756
Revenue and Recovery	9,783,273	9,581,390	9,501,846	(0.83)	9,692,801
Administration	4,740,214	2,740,069	2,727,615	(0.45)	2,767,317
Information Technology Mgmt Services	6,722,833	6,142,191	5,773,956	(6.00)	5,802,561
Total	$ 37,522,608	$ 34,063,269	$ 33,839,785	(0.66)	$ 34,359,080

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 23,920,477	$ 22,941,455	$ 23,319,443	1.65	$ 23,828,530
Services & Supplies	12,107,131	11,121,814	10,520,342	(5.41)	10,530,550
Total	$ 37,522,608	$ 34,063,269	$ 33,839,785	(0.66)	$ 34,359,080

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 31,736	$ 33,699	$ 33,278	(1.25)	$ 33,278
Charges For Current Services	5,863,811	6,277,199	6,638,145	5.75	6,638,145
Miscellaneous Revenues	440,500	437,688	454,867	3.92	454,867
General Revenue Allocation	29,691,561	27,314,683	26,713,495	(2.20)	27,232,790
Total	$ 37,522,608	$ 34,063,269	$ 33,839,785	(0.66)	$ 34,359,080

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County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County employees and San Diego County residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

2009-10 Anticipated Accomplishments

Required Discipline – Information Technology

- Originated an IT Security and Risk Management Program that complies with industry standards and positions the County to maintain compliance with current and future federal financial audit requirements.
- Initiated Phase 2 of the Application Server Consolidation and Virtualization project that will reduce the total physical server inventory and environmental footprint; reduce down time associated with hardware outages; and improve the overall application development process by reducing and improving lifecycle management, thereby reducing the overall data center costs.
- Began the re-architect of the County's storage environment to reduce costs, eliminate excess capacity and eliminate unnecessary information by constructing a multi-tiered environment to move information into lower cost storage.
- Completed the systematic upgrade of all County desktop computers to the operating system standard of Windows XP and the remediation of applications to ensure compatibility.
- Provided high quality services such as Internet, intranet, e-mail, telephone and application development to support County departments by using joint governance meetings covering each of the applicable frameworks.

- Continued weekly application and infrastructure project reviews focused on issue resolution and escalation in order to ensure the highest possible quality of services that meet industry standards and agreed upon objectives.

Required Discipline – Customer Satisfaction

- Conducted an annual all-County survey in support of IT services and IT customer satisfaction. Utilized weekly CTO Newsletter and "IT Threading Meetings" to provide consistent communication and feedback forums, and to provide for continuous improvements. Redesigned and implemented the Help Desk Ticket Customer Satisfaction Survey in response to user feedback to improve use and increase the survey audience.
- Using the Customer Service and Support Subgroup, identified key focus areas for education of County IT users to increase understanding and expectations relative to IT service and support.

Required Discipline – Fiscal Stability

- Reorganized the Chargeback dispute process to better utilize resources for dispute review and resolution, and restructured guidelines for identifying chargeable services to ensure the accurate, timely and efficient billing for IT services, thus providing maximum value for the County and taxpayers.
- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Completed the alignment of the IT Strategic Plan with the County General Management System's planning cycle and calendar. The CTO published a draft of the IT Strategic Plan in October 2009 in advance of County budget development, contributing critical information regarding the nature and cost of required enterprise IT initiatives.
- Reduced the overall unresolved IT disputes for Fiscal Year 2009-10 by 12% using Fiscal Year 2008-09 as the baseline.
- Provided technical solutions that improve processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security in order to improve the County's ability to provide higher level of services at less cost.
- Customer Satisfaction Surveys, Formal Project Reviews and Root Cause Analysis contributed valuable information and offered additional feedback to the County's IT Outsourcing provider to improve service the delivery of IT to the County.

Required Discipline – Regional Leadership

- The Chief Information Officer made available his expertise to other government entities at national conferences (Governing Managing Technology, NACO Financial Services and Gartner Symposiums) when he spoke on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

2010-12 Objectives

Required Discipline – Information Technology

- 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 the IT Outsourcing Agreement 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.
- Initiate the systematic upgrade of the County's desktop computers to the Microsoft Windows 7 operating system and the remediation of applications, as needed, to ensure compatibility.
- Develop and manage a progressive migration from Oracle Portal to a Microsoft SharePoint Internet Web Platform to provide a new and improved collaborative Web site.
- Complete the virtualization and consolidation project for County servers to reduce the number of physical servers.
- Assess applications running on Oracle database and determine feasibility of migrating these to SQL database to eliminate obsolete Oracle technology and lower cost licensing and support.
- Continue to provide modern, secure and supported versions of core software and applications on County computers.
- Continue the incorporation of Internet Explorer 8 into the County IT environment to provide state of the art capabilities not available with the current version of Internet Explorer 6.

Required Discipline – Customer Satisfaction

- Continue use of the All-County Survey to monitor customer feedback and provide for continuous improvement for all County departments.
- Develop new programs for outreach, as needed, based on feedback provided by users. Continue the distribution of the CTO Weekly Operational Newsletter and the CTO Monthly Update, to provide communication that directly impacts day-to-day operations and provides updates on major IT initiatives.
- Provide customer support and assistance in relation to updates to County information technology infrastructure such as Windows 7 and Office 2007 to ensure employees receive the full benefit of the software.

Required Discipline – Fiscal Stability

- Ensure accuracy of IT billing for services at rates established in the IT Outsourcing Agreement.

Required Discipline – Continuous Improvement

- Reduce the overall unresolved IT disputes by 15% each fiscal year using the previous fiscal year as the baseline.
- Utilize lessons learned, customer satisfaction surveys and project review meetings to work with the County's IT Outsourcing Provider on continually improving project performance.
- Initiate an IT security life cycle management structure that adapts to new IT threats and continuously reduces the County's exposure to overall IT risk.

- Further improve IT advanced planning processes by establishing schedules for enterprise software upgrades and other enterprise initiatives. This will better enable County departments to plan portfolio application upgrades accordingly.
- Provide oversight and leadership for the Integrated Property Tax System (IPTS) initiative, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

Required Discipline – Regional Leadership

- Share the County's IT and IT Outsourcing experience and expertise by participating in national and statewide IT conferences and symposiums. Publish articles, case studies and general information concerning County Information Technology.

Related Links

For additional information about the CTO, refer to the Web site at http://www.sdcounty.ca.gov/cto/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Projects implemented on time and within budget[1]	93% of 56	95% of 65	88% of 32	95% of 40	95% of 40
Customer satisfaction with Outsourcing Support Services[2]	94.5%	95%	95%	95%	95%
Accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate	97.5%	97.5%	97.5%	97.5%	97.5%
Reduction of overall unresolved IT disputes with a minimum reduction of 10%[3]	N/A	10%	12%	15%	15%
IT initiatives resulting from CTO-driven advanced planning[4]	4	3	3	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. [5]	5	5	2	NA	NA

Table Notes

[1] Based on 28 out of 32 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. The number of projects going forward (Fiscal Years 2010-11 and 2011-12) are fewer due to a projected reduction in availability of funding.

[2] Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees. For July - December 2009, a rating scale was used from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered "satisfactory." A new customer satisfaction survey started in January 2010 which uses a rating scale from 1 (unsatisfied) to 3 (very satisfied).

[3] Fiscal Year 2009-10 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2010-11.

[4] CTO-driven advanced planning initiatives such as SharePoint (a document management system), Office Communications Server and Internet Explorer 8 were implemented into the County IT environment through infrastructure projects.

[5] This measurement will be discontinued effective Fiscal Year 2010-11 as the majority of these services are now initiated by the County's five business groups.

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

Staffing

No change in staffing.

Expenditures

- Net increase of $4.6 million in the County Technology Office's operating budget.
  - Salaries and Benefits — increase of $0.04 million primarily due to negotiated wage and benefit increases.
  - Services and Supplies — net increase of $2.7 million due to one-time initiative increase in expenditures of Server Consolidation ($2.9 million); increase of one-time initiative for Portal Content and Collaboration ($1.3 million); decrease in prior year one-time funding ($1.2 million), and decrease in professional services ($0.3 million) due to general purpose revenue reduction, which will result in decreased use of consultation services focused on case study and evaluation of best practices.
  - Management Reserves — increase of $1.9 million to support transitional costs related to the Server Consolidation project.
- Net decrease of $0.2 million in the Information Technology Internal Service Fund (ISF) due to decreases in anticipated spending levels by various County departments.

Revenues

- Net increase of $4.6 million in the County Technology Office's operating budget.
  - Use of Fund Balance — increase of $4.9 million for a total budget of $6.0 million to support the initiation and completion of the Server Consolidation and the Portal Content and Collaboration one-time initiatives described above.
  - General Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.
- Net decrease of $0.2 million in the Information Technology ISF due to decreases in anticipated spending levels by various County departments.

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

Net decrease of $27.7 million is primarily the result of a decrease of $21.7 million in the Information Technology ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments, and a $6.0 million reduction in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives. This decrease is partially offset by a minor increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
CTO Office	$ 8,950,138	$ 7,637,777	$ 12,248,422	60.37	$ 6,248,187
Information Technology Internal Service Fund	126,181,330	127,905,842	127,662,365	(0.19)	106,123,561
Total	$ 135,131,468	$ 135,543,619	$ 139,910,787	3.22	$ 112,371,748

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 2,683,144	$ 2,725,402	$ 2,761,609	1.33	$ 2,811,374
Services & Supplies	132,248,324	132,818,217	135,289,178	1.86	109,560,374
Management Reserves	200,000	—	1,860,000	—	—
Total	$ 135,131,468	$ 135,543,619	$ 139,910,787	3.22	$ 112,371,748

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	$ 3,210,000	$ 4,047	$ 3,880	(4.13)	$ 3,880
Charges For Current Services	121,884,941	125,614,528	124,368,865	(0.99)	102,639,592
Miscellaneous Revenues	100	75,000	100,000	33.33	100,000
Other Financing Sources	1,670,670	2,667,275	3,689,471	38.32	3,879,940
Use of Fund Balance	2,400,000	1,175,000	6,050,000	414.89	—
General Revenue Allocation	5,965,757	6,007,769	5,698,571	(5.15)	5,748,336
Total	$ 135,131,468	$ 135,543,619	$ 139,910,787	3.22	$ 112,371,748

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.

2009-10 Anticipated Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating greater than 95%.
- Provided customers with hearings that were fair, impartial and efficient resulting in legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations, and the public related to human resources.
- 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, Adaptable and Diverse Workforce

- Resolved 58% of 30 personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.
- Trained County human resources professionals and other managers on the role of the Civil Service Commission and on Commission procedures to foster a greater understanding of the Commission's responsibilities.
- Furthered staff development through training opportunities which increased employees' knowledge and skills to excel in their responsibilities and provide superior customer service.
  - Provided ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
  - Provided training to all Commission employees in knowledge and skills relating to working in a diverse organization.
  - Supervisor participated in training on knowledge and skills relating to the prevention of sexual harassment.

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 15 Commission decisions within 48 hours of Commission approval to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline – Continuous Improvement

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Improved process for calendaring hearings by scheduling upon receipt of appeal, reducing lag time by as much as one month for hearings.

2010-12 Objectives

Required Discipline – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.

- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations, and the public related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

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 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 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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Positive customer satisfaction rating	96%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[1] / total number of personnel disputes	58% of 50	55%	58% of 30	55%	55%
Commission decisions distributed within 48 hours of Commission approval / total number of decisions	100% of 30	95%	100% of 15	95%	95%

Table Notes

[1] Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and perspective employees.

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

Staffing

No change in staffing.

Expenditures

Net decrease of $0.1 million primarily as a result of a decrease in Services and Supplies due to the planned transfer of external counsel support costs to the public liability internal service fund.

Revenues

Net decrease of $0.1 million in General Revenue Allocation reflects the management of limited County resources in the current economic environment.

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

Increases in Salaries and Benefits reflect an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Civil Service Commission	$ 648,340	$ 621,605	$ 558,294	(10.19)	$ 566,258
Total	$ 648,340	$ 621,605	$ 558,294	(10.19)	$ 566,258

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 494,012	$ 495,606	$ 503,308	1.55	$ 511,272
Services & Supplies	124,328	125,999	54,986	(56.36)	54,986
Total	$ 648,340	$ 621,605	$ 558,294	(10.19)	$ 566,258

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 50,837	$ 53,133	$ 53,720	1.10	$ 53,720
General Revenue Allocation	567,503	568,472	504,574	(11.24)	512,538
Total	$ 648,340	$ 621,605	$ 558,294	(10.19)	$ 566,258

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – The Environment

- Reduced CAC water consumption by 10% through the use of waterless urinals, the installation of waterless turf on the east plaza, discontinuing the use of the fountains and maintaining existing water conservation efforts, thereby conserving limited resources.

Strategic Initiative – Safe and Livable Communities

- Improved the security of visitors and workers at the CAC through security improvement projects including enhancement of evacuation routes, expansion of card-reader access doors and upgrade of security cameras.

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.

- Processed 21,029 property tax assessment appeal applications quickly and accurately without increasing staff, ensuring the efficiency and integrity of the appeal process.

Required Discipline – Essential Infrastructure

- Completed timely maintenance and repair of the historic CAC to ensure the safety of visitors and employees as well as continued enjoyment and utility of the building and grounds through completion of over 1,400 preventative maintenance work orders as scheduled.

Required Discipline – Customer Satisfaction

- Surveyed over 1,000 customers and received consistently excellent feedback, ensuring that the residents of the San Diego region are satisfied with the department's services.

Required Discipline – Information Technology

- Implemented the Citizens Advisory Board Application (CABA), which automated the citizens advisory board application and appointment process, helping to facilitate public participation in local government.

2010-12 Objectives

Strategic Initiative – The Environment

- Manage CAC water consumption in a manner that ensures environmental sustainability and preserves limited resources.

Required Discipline – Accountability/Transparency

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.

- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Essential infrastructure

- Maintain the CAC physical infrastructure in a superior manner by completing preventative work orders as scheduled.

Required Discipline – Customer Satisfaction

- Ensure satisfaction with 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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Average score on internal customer surveys[1]	4.9 of 2,151 surveys	4.9	4.9 of 1,000 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	97% of 40,917 applications	92%	98% of 21,029 applications	92%	92%
CAC Facilities Services preventive maintenance work orders completed as scheduled	98% of 2,045 work orders	98%	99% of 1,425 work orders	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 46 recordings	100%	98% of 40 recordings	100%	100%
Decrease in landscape water consumption at the CAC[3]	12%	10%	10%	N/A[4]	N/A[4]

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2009-10, total applications received were 21,029. 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.

[4] Significant reductions in water usage accomplished in recent years will continue to be maintained through continued use of conservation methods. Beginning Fiscal Year 2010-11, the measure will no longer be included in the Operational Plan.

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

Staffing

No change in staffing.

Expenditures

Net decrease of $1.8 million.

- Salaries and Benefits — increase of $0.2 million primarily for negotiated wage and benefit increases.
- Services and Supplies — decrease of $2.0 million is due to reduction of one-time facility maintenance projects ($1.6 million), a reduction in information technology development investments ($0.2 million), and a decrease in utility costs as a result of implementing energy saving devices and conservation practices ($0.2 million) to mitigate decreases in general revenue allocation. This expenditure category includes $0.3 million for one-time facility maintenance projects.

Revenues

Net decrease of $1.8 million.

- Charges for Current Services and Miscellaneous Revenue — increase of $0.1 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — decrease of $1.6 million due to a decrease in prior year revenue for one-time facility maintenance projects. The remaining balance of $0.3 million will support one-time facility maintenance projects for Fiscal Year 2010-11.
- General Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $0.2 million is the result of a decrease of $0.3 million in Services and Supplies for prior year one-time projects, partially offset by an increase of $0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Legislative Services	$ 1,002,890	$ 1,023,937	$ 1,039,619	1.53	$ 1,071,133
CAC Facilities Services	3,707,846	3,296,287	3,157,603	(4.21)	3,172,038
Public Services	1,163,764	975,536	1,003,241	2.84	1,032,863
Executive Office	1,218,225	1,008,670	875,182	(13.23)	890,019
CAC Major Maintenance	1,986,081	1,894,949	305,000	(83.90)	—
Total	$ 9,078,806	$ 8,199,379	$ 6,380,645	(22.18)	$ 6,166,053

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 3,147,558	$ 3,186,187	$ 3,368,258	5.71	$ 3,457,766
Services & Supplies	5,731,248	5,013,192	3,012,387	(39.91)	2,708,287
Total	$ 9,078,806	$ 8,199,379	$ 6,380,645	(22.18)	$ 6,166,053

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 49,949	$ 64,949	$ 95,000	46.27	$ 85,000
Charges For Current Services	259,750	234,750	305,800	30.27	305,800
Miscellaneous Revenues	41,170	9,500	12,185	28.26	13,085
Use of Fund Balance	2,396,132	1,880,000	295,000	(84.31)	—
General Revenue Allocation	6,331,805	6,010,180	5,672,660	(5.62)	5,762,168
Total	$ 9,078,806	$ 8,199,379	$ 6,380,645	(22.18)	$ 6,166,053

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.

2009-10 Anticipated Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 97% (72 of 74) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (6 of 6) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (74 of 74) 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 provided 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.

- Completed 100% (70 of 70) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 97% (1,288 of 1,330) 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 will provide positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of at least 12 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provided 34 education programs on selected legal subjects.
- Provided 60 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.

- Provided 29 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 continued to promote and emphasize resource conservation in the office.

- Implemented a "Go Green" campaign which provides education to staff and opportunities for cost savings through conservation and behavior modification.
- Modified overall purchasing habits by purchasing recycled and/or environmentally-friendly office products.
- Streamlined the office's travel request procedure by reducing the number of steps needed to obtain approval and continued to explore ideas on how to improve or reduce time and the amount of paper needed to be routed within the office.

Required Discipline – Continuous Improvement

County Counsel improved its operational efficiencies, thereby maximizing value for taxpayers.

- Developed a Business Processing Reengineering Committee consisting of a variety of staff that identified ways to improve office processes and explored topics such as paper reduction and work process streamlining.
- Revised the current County car policy and assignment system and improved the efficiency of departmental resources.
- Improved the efficiency of employee timekeeping and payroll processing by decentralizing Kronos (County's timekeeping system) data entry.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Reduced the amount of storage on the department's shared computer drive by developing and implementing internal guidelines, policies and procedures.
- Implemented a collaborative electronic work environment through the use of the SharePoint application to maximize efficient use of information and staff time.
- Acquired Blackberry cell phones for Juvenile Dependency attorneys (who spend a greater part of their workday in Juvenile Court and away from their desks), to increase productivity by enabling them to have access to calendars and e-mail.

2010-12 Objectives

Required Discipline – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 85% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Required Discipline – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 80% or more of all advisory assignments for County departments by the agreed upon due dates.

Required Discipline – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 10 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provide 30 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Continuous Improvement

County Counsel will improve its operational efficiencies, thereby maximizing value for taxpayers.

- Enhance County Counsel law student internship program to provide quality service to our clients.

Required Discipline – Information Technology

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Explore solutions for an outside database that may be used for sharing electronic discovery (a.k.a., e-discovery) and litigation data with other parties.
- Enhance or explore alternatives to the existing office practice management system, which manages all case and advisory information, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Explore expanded use of available mobile technologies to increase efficiencies.

Related Links

For additional information about County Counsel, refer to the Web site at http://www.sdcounty.ca.gov/CountyCounsel/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Resolved court cases filed against the County in which County will prevail (County success rate)	96% (67-3 Record)	95%	97% (72-2 record)	90%[1]	90%
Cases against the County that were handled by County Counsel	99% (95 of 96 cases)	95%	100% (74 of 74 cases)	95%	95%
Success rate in County cases against other parties	87% (13 of 15 cases)	90%	100% (6 of 6 cases)	100%	100%
Advisory assignments for Board of Supervisors to be completed by the due date	100% (31 assignments)	100%	100% (70 assignments)	95%[2]	95%[2]
Advisory assignments for all departments completed by the due date	99% (1,596 of 1,618 assignments)	85%[2]	97% (1,288 of 1,330 assignments)	80%[2]	80%[2]
Number of training programs presented by County Counsel	124	30[2]	34	30[3]	30[3]
Number of risk mitigation education sessions provided by County Counsel	64	60[2]	60	50[3]	50[3]

Table Notes

[1] The Office of County Counsel established aggressive goals for the years prior to 2010 when it was at full staffing levels. However, for the years 2010 through 2012, there will be staff reductions that will impact the level of legal services provided to departments. It is anticipated that the reduced level of legal services will affect the ability to maintain the more aggressive objectives set in previous years.

[2] Due to a decrease in staffing in advisory services, County Counsel may experience a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner.

[3] County Counsel is providing fewer risk mitigation and training sessions than expected during the fiscal year in anticipation of the staffing reductions described below.

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

Staffing

Decrease of 2.00 staff years as a result of a reduction in available funding. The decrease in positions will most likely result in a continuing decrease in County Counsel's ability to provide legal advisory guidance and assistance to departments in a timely manner. The deletion of two legal staff positions will also result in a reduction of training programs, which may have a direct correlation to an increase in the County's exposure to legal liability.

Expenditures

Net increase of $0.2 million.

- Salaries and Benefits — net decrease of $0.2 million is the result of staffing changes described above, offset by a negotiated wage and benefit increase, and the one-time expenditure to fund a legal internship program.
- Services and Supplies — decrease of $0.1 million in various expenditure categories as a result of a decrease in available funding.

- Expenditure Transfers and Reimbursement — increase of $0.1 million resulting from associated negotiated salary increases for staff providing exclusive legal services to HHSA and Department of Environmental Health. Since this is a reimbursement, it has the effect of a $0.1 million decrease in expenditures.
- Management Reserves — increase of $0.6 million in one-time funding to enhance or replace the existing office practice management application.

Revenues

Net increase of $0.2 million.

- Charges for Current Services — increase of $0.4 million due primarily to anticipated workload increases in land use and construction defect matters and legal services provided to special districts.
- Use of Fund Balance — increase of $0.5 million for a total budget of $0.7 million to support one-time expenditures described above.
- General Revenue Allocation — decrease of $0.7 million, which reflects the management of limited County resources in the current economic environment.

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

Net increase of $0.4 million is the result of an increase of in Salaries and Benefits ($0.3 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a minor decrease in Services and Supplies and a decrease in Management Reserves ($0.6 million) for prior year one-time expenditures.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
County Counsel	141.00	137.00	135.00	(1.46)	135.00
Total	141.00	137.00	135.00	(1.46)	135.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
County Counsel	$ 23,271,577	$ 22,318,667	$ 22,554,021	1.05	$ 22,171,916
Total	$ 23,271,577	$ 22,318,667	$ 22,554,021	1.05	$ 22,171,916

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 21,588,510	$ 21,549,306	$ 21,328,515	(1.02)	$ 21,595,167
Services & Supplies	1,640,971	1,443,649	1,365,006	(5.45)	1,328,511
Expenditure Transfer & Reimbursements	(627,904)	(674,288)	(739,500)	9.67	(751,762)
Management Reserves	670,000	—	600,000	—	—
Total	$ 23,271,577	$ 22,318,667	$ 22,554,021	1.05	$ 22,171,916

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 9,624,279	$ 10,122,722	$ 10,549,408	4.22	$ 10,628,284
Miscellaneous Revenues	20,000	5,300	60,000	1,032.08	60,000
Use of Fund Balance	670,000	166,973	655,000	292.28	—
General Revenue Allocation	12,957,298	12,023,672	11,289,613	(6.11)	11,483,632
Total	$ 23,271,577	$ 22,318,667	$ 22,554,021	1.05	$ 22,171,916

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.

2009-10 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 82 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 48 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters (Penal Code §904.6).

Related Links

For additional information about the Grand Jury, refer to the Web site at http://www.sdcounty.ca.gov/grandjury/.

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

Staffing

No change in staffing.

Expenditures

Decrease of $0.1 million.

- Services and Supplies — decrease of $0.1 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 will limit the Grand Jury's ability to fund costs associated with empanelling a second criminal

Grand Jury if requested, and 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.

Revenues

Decrease of $0.1 million.

- General Purpose Revenue Allocation — decrease of $0.1 million, which reflects the management of limited County resources in the current economic environment.

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

An increase in Salaries and Benefits reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Grand Jury	$ 737,162	$ 678,122	$ 580,076	(14.46)	$ 581,666
Total	$ 737,162	$ 678,122	$ 580,076	(14.46)	$ 581,666

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 112,728	$ 113,808	$ 115,471	1.46	$ 117,061
Services & Supplies	604,434	564,314	464,605	(17.67)	464,605
Total	$ 737,162	$ 678,122	$ 580,076	(14.46)	$ 581,666

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Revenue Allocation	$ 717,162	$ 678,122	$ 580,076	(14.46)	$ 581,666
Total	$ 737,162	$ 678,122	$ 580,076	(14.46)	$ 581,666

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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.

2009-10 Anticipated Accomplishments

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Assisted departments with reorganization efforts related to workforce transition activity by December 2009 in order to increase efficiencies with fewer resources.
- Conducted Train-the-Trainer Knowledge Worker training to department representatives by December 2009, to ensure that the General Management System 2.0 initiatives were introduced to 100% of employees.
- Trained 55% of 82 human resources professionals in the Advanced Human Resources Certificate Program by January 2010, to ensure consistency in administering County policies and procedures.
- Development of 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, has been put on hold due to the current economic environment.
- Supported a skilled, adaptable and safe workforce by developing 10 safety trainings available via the County's Learning Management System, an online system accessible to all employees for enrolling, scheduling, delivering, evaluating and reporting on training.
- Conducted one Discipline Case Advocacy Institute training, to increase departmental human resources officers' ability to represent the County effectively in disciplinary hearings.

Required Discipline – Continuous Improvement

- Developed Request for Proposal for employee benefit Flexible Spending Benefit Account administration contract for improved services and pricing.
- Ensured 100% of all employment applications were obtained via the Web, by January 2010. The online streamlined process has resulted in the elimination of many manual steps and paper, saving valuable resources.
- Administered extensions of Memoranda of Agreement in order to reduce the number of grievances.

Required Discipline – Information Technology

- Developed an online support tool to approximately 3,000 supervisors in October 2009, through the implementation of a Supervisors' Resource Center. This tool provides training resources, materials and links that will support and enable supervisors to access training materials without enrolling in a classroom-based training program.
- On track to complete full application upgrade on the Human Resources Information System in order to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees, by December 2010.

- Enhancement to the countywide employee performance evaluation process has been deferred to December 2011 as a result of delays in the upgrades of the human resources system. The evaluation process will incorporate tracking and form completion within the Human Resources Information System to ensure delivery to the appropriate supervisor and minimize hard copy distribution.
- Implemented 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.

2010-12 Objectives

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

Required Discipline – Information Technology

- Introduce online Supervisors' Certificate Program to approximately 2,000 supervisors to support the development of Supervisors so that they and their staff can better serve the public.
- Introduce Microsoft Office 2007 countywide through classroom-based, Web-based and synchronous training.
- Convert all background check files to the Documentum enterprise content management application, to eliminate storage costs associated with the retention of paper files.
- Implement an automated tracking system for monitoring of various Cal-OSHA workplace safety requirements to support compliance with Cal-OSHA requirements.
- Implement online testing of applicants and set up testing sites using County computers in a proctored environment to streamline and reduce testing costs.
- Complete full application upgrade on the Human Resources Information System to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees.
- Upgrade the County Learning Management System with the latest version available to improve efficiencies and streamline processes, by June 2012.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provide local veterans work experience by establishing a six-month Veteran's Work Experience Program in order for them to learn new skills to become marketable in the workforce.
- Provide transition services to employees during workforce reduction periods to minimize the impact of layoffs.

Required Discipline – Continuous Improvement

- Develop and implement an automated "On-Boarding" application to integrate and engage new employees into the County work environment from onset of employment offer through first year of employment, by June 2012.
- Reengineer and centralize County background checks to reduce duplication of effort and maximize efficiencies.
- Develop an enhanced Employee Discount Program to improve services and discounts for employees.

Related Links

For additional information about the Department of Human Resources, refer to the Web site at http://www.sdcounty.ca.gov/hr/.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Classification activity requests completed within prescribed time frame	98.5% of 335	94% of 300	99% of 170	94% of 150	98% of 150
Recruitment plan/service agreements/timelines met	98% of 283	94% of 400	99% of 200	95% of 200	98% of 200

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

Staffing

Decrease of 8.00 staff years in the following Divisions: Human Resources Services (4.00); Workforce Information Network (1.00); Labor Relations (1.00); Employee Benefits (1.00); and Employee Development and Training (1.00), as a result of a reduction in available funding. It is anticipated that these staffing changes will result in overall decreased levels of service as well as the elimination of the external customer satisfaction program.

Expenditures

Net increase of $0.3 million.

- Salaries and Benefits — net increase of $0.1 million due to the staffing decreases described above ($0.6 million), and an increase in one-time funding for the Veteran's Work Experience program ($0.2 million) as well as negotiated wage and benefit increases. This expenditure category also continues one-time funding for salary costs associated with the Workforce Academy for Youth (WAY) ($0.2 million) for a total of $0.4 million in one-time funding.
- Services and Supplies — net increase of $0.3 million due to one-time funding of the Learning Management System software upgrade ($0.1 million); one-time funding to support the development of "On-Boarding" information technology solution to reengineer the County's new hire process ($0.5 million); and a decrease $0.2 million in Information Technology Applications and various expenditure accounts of $0.1 million as a result of a reduction in available funding. This expenditure category also continues one-time funding for the WAY ($0.1 million), bringing total one-time funding to $ 0.7 million.

Revenues

Net increase of $0.3 million.

- Charges for Current Services — decrease of $0.1 million from external department overhead payments (A-87) due to a decline in reimbursement of costs for services rendered.
- Miscellaneous Revenues — increase of $0.5 million from Employee Benefits Internal Services Fund and Workforce Investment Act funds to support one-time expenditures associated with the Veteran's Work Experience program described above.
- Use of Fund Balance — increase of $0.6 million due to one-time funding for the Learning Management System software upgrade ($0.1 million), an additional year of funding for the Workforce Academy for Youth (WAY) program ($0.3 million), and for the development of "On-Boarding" information technology solution ($0.5 million).
- General Revenue Allocation — decrease of $0.7 million, which reflects the management of limited County resources in the current economic environment.

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

Net decrease of $0.8 million is primarily the result of removal of $1.1 million in one-time funding associated with the Learning Management System Upgrade, "On Boarding" solution development, Workforce Academy for Youth (WAY) and Veteran's Work Experience programs. This decrease is partially offset by an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Department of Human Resources	122.00	118.00	110.00	(6.78)	110.00
Total	122.00	118.00	110.00	(6.78)	110.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Department of Human Resources	$ 22,857,113	$ 22,384,701	$ 22,703,286	1.42	$ 21,889,423
Total	$ 22,857,113	$ 22,384,701	$ 22,703,286	1.42	$ 21,889,423

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 13,201,047	$ 12,926,642	$ 12,986,237	0.46	$ 12,781,064
Services & Supplies	9,456,066	9,458,059	9,717,049	2.74	9,108,359
Total	$ 22,857,113	$ 22,384,701	$ 22,703,286	1.42	$ 21,889,423

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	$ 1,075,980	$ 1,418,893	$ 1,326,283	(6.53)	$ 1,326,283
Miscellaneous Revenues	6,505,372	6,638,200	7,151,581	7.73	7,052,692
Use of Fund Balance	475,000	275,000	865,000	214.55	—
General Revenue Allocation	14,800,761	14,052,608	13,360,422	(4.93)	13,510,448
Total	$ 22,857,113	$ 22,384,701	$ 22,703,286	1.42	$ 21,889,423

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, overall content of the County's external and internal Web sites, plus social media messages. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, 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.

This Proposed Operational Plan reflects the reorganization and consolidation of media activities from multiple County departments. Under this proposal, the Department of Media and Public Relations would be renamed the County Communications Office.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2009-10 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. Used Web sites and social media, cell phone alerts, and the news media to ensure the public had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
  - Met 93% (28 of 30) DMPR benchmarks for each emergency response drill in Fiscal Years 2009-10.

Required Discipline – Accountability/Transparency

- Informed San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can get the most out of government services and improve the overall quality of life in San Diego County.
  - Produced 150 programs, segments, Public Service Announcements (PSAs), presentations and Web videos highlighting County Strategic Initiative programs and services.
- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 2,400 stories about the County's Strategic Initiatives and/or performance stories through the media.

Required Discipline – Information Technology

- Explored ways to improve the design and navigation of the County's overall intranet system to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. In light of an enterprise decision to implement SharePoint, a document management system, DMPR is coordinating the redesign with that effort and aims to have the design process under way by June 2010 and completed by June 2011.

Required Discipline – Customer Satisfaction

- Plans to set up digital signage information centers in at least three County locations have been shelved due to lack of funding.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained and ensure the questions and concerns of the public are addressed.
  - Provided 23 media trainings to County departments, so that departments can enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
  - Assisted County employees become knowledge workers by offering opportunities to explore new technological communication tools such as e-mail subscriptions, social media and "mental desktops," and by providing information and/or training on how to best use these tools to communicate with others either within the County or outside of the organization.
  - Provided 46 one-on-one or group trainings to County employees to ensure the County uses all the tools necessary to communicate with others in today's changing technological world.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and media. Use computers and social media, cell phone alerts, and the news media 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 2010-11and 2011-12.

Required Discipline – Accountability/Transparency

- Educate San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can benefit from government services and improve the overall quality of life in San Diego County.
  - Produce at least 150 programs, segments, PSAs, presentations, Web videos and internal videos highlighting County Strategic Initiative programs and services in Fiscal Year 2010-11, and 160 during Fiscal Year 2011-12.
- 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 900 stories about the County's Strategic Initiatives and/or performance stories through the media in Fiscal Years 2010-11 and 950 in 2011-12.

Required Discipline – Information Technology

- Improve the design and navigation of the County's overall intranet system by June 2011 to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. Due to an enterprise decision in 2009-10 to implement SharePoint, a document management system, DMPR is coordinating the redesign with that effort and aims to complete the design process by June 2011.

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 and to ensure the questions and concerns of the public are addressed.
  - Provide at least 23 media trainings to County departments in Fiscal Year 2010-11and 25 in Fiscal Year 2011-12, 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.
  - Assist County employees in becoming knowledge workers by exploring new technological communication tools and by providing information and/or training on how to best use those tools to communicate better within the County as well as outside the organization.
  - Provide at least 20 one-on-one or group trainings to County employees in Fiscal Years 2010-11 and 2011-12, so that the County uses all the tools necessary to communicate with 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	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Trainings by DMPR staff in new technological communications tools[1]	N/A	15	46	20	20
Media trainings conducted by DMPR staff for other departments	20	23	23	23	25
New presentations programs, segments, PSAs, Web videos and internal videos[2] produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	135	100	150	150	160
Media placements coordinated by DMPR staff and HHSA	1,259	1,000	2,400 [3]	900 [3]	950 [3]
Benchmarks met for each emergency drill or training[4]	97%	93%	93%	93%	93%

Table Notes

[1] New measure effective Fiscal Year 2009-10. Large variance from target (15) to actual (46) is due to a greater demand than expected. These trainings are expected to decrease as employees become more comfortable with social media.

[2] CTN includes videos produced for other departments in 2010-11.

[3] The large number of H1N1 stories accounts for some of the variance between the Fiscal Year 2009-10 actual and target goals. Beginning in Fiscal Year 2010-11, DMPR will only counts its own placements, no longer including HHSA placements.

[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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Net decrease of $0.6 million.

- Services and Supplies — decrease of $0.3 million, primarily as a result of the elimination of funding for prior year one-time expenditures for the intranet redesign and digital signage information centers projects.
- Capital Assets Equipment — increase of $0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.

- Expenditure Transfers & Reimbursement – increase of $0.4 million to reflect cost reimbursement from the Health and Human Services Agency for services rendered. Since this is a reimbursement, it has the effect of a $0.4 million decrease in expenditures.

Revenues

Net decrease of $0.6 million.

- Licenses, Permits & Franchises — increase of $0.1 million in Public Educational Governmental Access Fees, which will be used to fund one-time expenditures noted above.
- Use of Fund Balance — decrease of $0.3 million due to the removal of prior year one-time expenditures described above.
- General Revenue Allocation — decrease of $0.4 million is directly attributable to the increase in Expenditure Transfers & Reimbursements described above.

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

Net decrease of $0.3 million is primarily the result of a decrease in Capital Assets Equipment due to the completion of one-time initiatives included in the prior year budget, partially offset by a $0.05 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Media and Public Relations	$ 3,094,902	$ 3,430,213	$ 2,879,771	(16.05)	$ 2,621,689
Total	$ 3,094,902	$ 3,430,213	$ 2,879,771	(16.05)	$ 2,621,689

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 2,451,725	$ 2,475,806	$ 2,501,875	1.05	$ 2,551,293
Services & Supplies	443,177	814,907	563,506	(30.85)	493,006
Capital Assets Equipment	—	139,500	237,000	69.89	—
Expenditure Transfer & Reimbursements	—	—	(422,610)	—	(422,610)
Total	$ 3,094,902	$ 3,430,213	$ 2,879,771	(16.05)	$ 2,621,689

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 2,744,902	$ 216,000	$ 307,500	42.36	$ —
Use of Fund Balance	200,000	260,000	—	(100.00)	—
General Revenue Allocation	—	2,954,213	2,572,271	(12.93)	2,621,689
Total	$ 3,094,902	$ 3,430,213	$ 2,879,771	(16.05)	$ 2,621,689

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County of San Diego

Capital Program

Capital Program

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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 County Libaray facilities.
- **Capital Outlay Fund** encompasses land acquisitions and capital projects that do not fall into the previous three program categories. Examples include open space acquisition, park land acquisition and development, and the purchase or construction of buildings for the delivery of County services.
- **Edgemoor Development Fund**. In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development and disposition of the County's 326 acres of property located in the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006. The Edgemoor Development Fund will provide a portion of 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.
- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds such as the Road Fund.

The Board of Supervisors may appropriate 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.

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 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 remodeling projects, as well as new construction and development of parkland."
- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects. In order to plan effectively for the County's overall capital needs and to make efficient use of 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 who then either concur with or modify the recommendations.
- The CINA is presented to the Chief Administrative Officer (CAO) for final staff level review and approval, and then is presented to the Board of Supervisors for its acceptance and referral to the CAO to determine project timing and the funding mechanisms to implement the plan.

Once funding is identified, projects are included in the two-year Operational Plan capital program, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding is in place. Each organizational Group is responsible for identifying funding sources. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Any appropriations remaining in the capital project at the end of the fiscal year automatically roll over into the next fiscal year along with any related encumbrances until the project is completed.

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 443 provide information for the Capital Program Funds for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments 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.

2010-11 Proposed Capital Appropriations

The Fiscal Year 2010-11 Proposed Operational Plan includes $192.5 million in new appropriations for various capital projects. The following section briefly describes the amount and purpose of each capital item.

County Operations Center (COC) and Annex Redevelopment - Phase 1B

The Proposed Operational Plan includes $119.8 million for Phase 1B of the COC and Annex Redevelopment Project, which will build upon Phase 1A with the addition of two four-story office buildings of 150,000-square feet each and a conference center. The completion of Phase 1B would result in the consolidation and streamlining of County operations by providing office space for County employees currently located at the COC Annex and by providing additional public facilities for conferences and meetings. Construction would commence in late 2010 and be completed in 2012. The project is proposed to be funded by: (i) $20.0 million of General Purpose Revenue; (ii) approximately $46.0 million of General Fund fund balance, which includes $25.0 million of currently available fund balance and approximately $21.0 million in anticipated cost savings associated with the Medical Examiner and COC Phase 1A construction projects; and (iii) bond proceeds of $53.8 million (actual bond proceeds will be higher than $53.8 million in order to fund capitalized interest, a debt service reserve and costs of issuance). Completion of Phase 1B will initiate the disposition of the COC Annex site and the final accommodation of the tenants not moving to the COC. The project also has a Phase 2, which includes the construction of additional office and parking facilities with related site improvements; however, completion of Phases 1A and 1B will deliver a stand-alone finished project if Phase 2 is not implemented.

Women's Detention Facility Construction

The existing Las Colinas Women's Detention Facility (LCDF) is located in Santee in east San Diego County. It was converted from a juvenile facility in 1977 and today serves as the primary booking and holding facility for women arrested in San Diego County. The current facility is inadequate to serve projected future inmate populations and, in addition, does not provide for programs to serve the counseling, training and education needs that are vital to reducing the recidivism of women offenders. $55.0 million of general purpose revenue is proposed to be allocated in Fiscal Year 2010-11 towards the new Women's Detention Facility Construction project. This amount would be combined with the $75.0 million budgeted in Fiscal Year 2009-10 to bring the amount set aside for this project to $130.0 million. An additional $70.0 million of general purpose revenue is proposed to be allocated to the project in Fiscal Year 2011-12. In 2001, the Sheriff's Department completed a Master Plan which, along with subsequent planning efforts incorporating statistical analyses, projected the need for a 1,216-bed replacement women's facility. Preliminary estimates indicate a total cost for the project of approximately $308.5 million, including offsite improvements. In March 2008, the Board of Supervisors approved the submission of an application to the State of California for grant funding under the provisions of Assembly Bill (AB) 900, the Public Safety and Offender Rehabilitation Services Act of 2007 to pay for a portion of the costs. While the State of California has announced a conditional award of $100 million for the project, the terms for the acceptance of the award have not been completed.

Multiple Species Conservation Program

The County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997, is an integral part of the County's Department of Parks and Recreation program to acquire land for the use of public parks and open space. The goals of the MSCP are to maintain and enhance the County's unique native habitats and species and to promote regional economic viability through streamlining the land use permitting process. Since 1997, $46.0 million from the General Fund has been spent on MSCP land acquisition, which leveraged $82.0 million in federal, State and local grants, and was used to acquire more than 16,000 acres throughout the county. Proposed funding in Fiscal Year 2010-11 of $10.0 million (based on $7.5 million of fund balance and $2.5 million in allocated General Purpose Revenue) will allow for the continuation of this conservation program.

Sweetwater Regional Park Energy Efficiency Upgrades

This 540-acre regional park provides extensive facilities for outdoor recreation and camping. Campsites provide water and electricity. The park also provides a covered pavilion with kitchen facilities. Proposed funding of $1.5 million from General Fund fund balance would be used to design and construct a ground based photovoltaic system to provide a clean source of renewable energy and potentially cut energy costs for the park by as much as 70%.

Sweetwater Lane Park Synthetic Turf

Funding of $2.5 million from General Fund fund balance is proposed to replace existing grass fields with synthetic turf, which will conserve water and allow increased use of the playing fields at Sweetwater Lane Park. Sweetwater Lane Park is an 11-acre park in the Spring Valley community which provides various recreational facilities, including four softball/baseball fields, seven soccer fields, a tot lot, an exercise walkway and a concession building.

Juvenile Probation Complex Parking Expansion

The Juvenile Probation complex, which is adjacent to the Juvenile Court, includes the Kearny Mesa Juvenile Detention Facility and Juvenile Probation office facilities. The proposed funding of $2.0 million from General Fund fund balance will be used to design and construct approximately 200 spaces on an additional surface parking lot. This project will create additional public parking for those visiting the Juvenile Probation complex and ease parking congestion in the areas adjacent to the complex.

Agua Caliente Park Campground Improvements

Agua Caliente Park is a 910-acre regional camping park located in the Anza Borrego desert and is best known for its geothermally heated springs. The park's mineral water feeds naturally into two outdoor pools and one indoor therapeutic spa. The park provides 140 campsites and several miles of multi-use trails, a picnic area and amphitheater, among other facilities. Funding of $1.0 million from General Fund fund balance is proposed to replace aging underground water, sewer and electrical utilities at the campground.

Animal Services South Shelter - Replacement Cat Housing Facility

The County of San Diego Animal Services department operates three animal shelters throughout the County. The South Shelter is located in the community of Bonita, and $460,000 is proposed to fund the replacement of the cat housing facility. The current facility does not have adequate room nor does it properly showcase the cats. The new facility, which will include housing, interaction areas and cat habitats, will remedy current space, floor plan and public access constraints. Since more adult cats are entering the shelter system and staying for longer periods of time, it is important to be able to display these cats as favorably as possible. The shelter in Bonita has the lowest cat adoption rate among the three County shelters and this building would enhance public perception, increase the visibility of the animals, and have a positive influence on adoptions.

Animal Services South Shelter — Multi-Purpose Barn

The Proposed Operational Plan includes $200,000 to fund a multi-purpose barn at the Animal Services South Shelter in the community of Bonita. This multi-purpose barn would be

a 1,000 square foot structure that would provide: (i) housing for sick, injured or newborn livestock; (ii) a grooming area for dogs and cats; and (iii) housing for animals that are being held for extended periods as evidence in criminal or administrative cases. This project would improve the current conditions, where smaller animals are housed in cages or small pens and larger animals are housed in outdoor covered corrals that expose the animals to the elements. Additionally, there is currently no separate area for animals that are sick, injured or require isolation for other reasons.

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 2010-12.

County Operations Center (COC) and Annex Redevelopment — Phase 1A

The Department of General Services of the Community Services Group began construction of Phase 1A of the County Operations Center (COC) and Annex Redevelopment project in March 2009, and anticipates completing construction during Fiscal Year 2010-11. 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 houses 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.

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. The central plant was operational as of August 2009; construction of the two office buildings is on schedule to be completed in October 2010; and the parking structure is scheduled to be completed in February 2011. A portion of Phase 1A construction was funded by lease revenue bonds, which will result in annual debt service of approximately $9.9 million to be paid for by General Purpose Revenue. The final debt service payment will be made in Fiscal Year 2035-36.

County Operations Center (COC) and Annex Redevelopment — Phase 1B

Phase 1B construction will include two additional 150,000 square foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. This phase will provide office space for County employees currently located in the COC Annex. As noted previously, funding composed of a mix of General Purpose Revenue, fund balance and lease revenue bonds has been proposed for Phase 1B of the project. This second stand-alone phase is anticipated to cost approximately $119.8 million. The issuance of lease revenue bonds to fund approximately $54.0 million of the cost will result in an estimated $4.9 million of annual debt service which will be funded by General Purpose Revenue. Construction for Phase 1B is anticipated to commence at the end of 2010 and finish in the fall of 2012.

The complete COC and Annex Redevelopment project aims to consolidate and streamline County operations, achieving the County's objective of redeveloping the existing site to

efficiently support the current 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 various leased properties; provide more parking and improved accessibility to County clients; and is designed to Leadership in Energy and Environmental Design (LEED) Gold standards for improved energy efficiency and sustainability. Completion of this project will avert the need for capital renewal costs that have been projected to be approximately $216 million over a 20-year period, of which over $67 million was to be needed within the first six years

Ramona Library

The old 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 facilities in the County library system. Since the original library's construction, the population of Ramona has increased six-fold. 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.

Construction for a new 21,500 square foot library will be located at the County-owned Ramona Intergenerational Community Campus (RICC) parcel at Main Street between 12th and 13th Streets. The new Ramona Library, being designed to LEED Silver standards, will be able to accommodate program expansion via a community room and facilities for greater public Internet access. The capital project budget is $10.7 million, and the Friends of the Ramona Library will provide donations to purchase furnishings and equipment. The new library is on schedule to be completed at the end of 2010. The estimated annual operating costs of the new Ramona Library are $64,070 for maintenance and $74,400 for utilities, an increase of $72,030 annually. No additional staff years will be required.

Fallbrook Library

The old Fallbrook Library was reconstructed in 1987 after fire destroyed the original building, and was 8,100 square feet, serving a population of 44,405. It had the seventh highest circulation in the County Library system, and was no longer meeting the needs of the growing Fallbrook community. Construction for the new library started during fall 2009 on the site of the old library. The new library, designed to LEED Silver standards, and the new construction are consistent with the Fallbrook Community Plan, responding to community input and needs by providing a larger library, including dedicated areas for

children and teens, more floor and library materials space, a community room and more facilities for public Internet access. Parking improvements will be coordinated with the Fallbrook Parking Trust, which owns three parcels on the east side of the library. The Trust will perform improvements to all three lots in coordination with library construction.

The capital project budget is $10.3 million. Funds to furnish the new 19,076 square foot library have been provided by the Friends of the Fallbrook Library, who have so far raised approximately $3 million to enhance, furnish and equip the newly constructed library. The new facility is on schedule to be completed by winter 2010. The estimated annual operating costs of the new Fallbrook Library are $117,640 for maintenance and $45,200 for utilities, an increase of $76,690 annually. There will be no additional staff years required.

Lincoln Acres Library

The existing Lincoln Acres Library first opened in 1947 and includes 854 square feet of a combination County library/park/community room facility. This facility has been a vital gathering spot for the community and is currently in need of expansion.

The project, initially budgeted in Fiscal Year 2008-09 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 required 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, which transferred the parcel to the County in exchange for temporary and permanent no-cost space to house their administrative offices. The new construction is consistent with the needs of the community and will provide a larger library, including dedicated areas for children and teens, more floor and library materials space, a larger community room and park enhancements, and more facilities for public Internet access. The new facility is designed to LEED Silver standards, and construction is anticipated to begin by summer 2010 and scheduled for completion in spring 2011. A total of $175,000 has been budgeted to furnish and equip the newly constructed library, and the estimated annual operating costs are $16,565 for maintenance and $20,685 for utilities, an increase of $26,050 annually. No additional staff years will be required.

San Pasqual Academy Reconstruciton

During the wildfires of 2007, 24 buildings were destroyed at the San Pasqual Academy, a residential education campus designed for foster teens. The San Pasqual Academy reconstruction project, established in the Fiscal Year 2008-09 Adopted Operational Plan, includes the replacement of residential and administrative facilities destroyed in the fire and provides related infrastructure improvements. Design is anticipated to begin in mid-2010. Construction is planned to start in early 2011 and be completed by the end of 2011.

The reconstruction project will include approximately 30 new residential units housed in 14 new LEED Silver certified buildings; the units will include single-family, multi-family and studio units ranging in size from 400 to 1,850 square feet and will provide housing for foster grandparents, staff and alumni students. Residential units are structured as single family-style homes with a living room, kitchen, dining room and laundry space. Subject to final bids, the reconstruction project may include a new 7,000 square foot administration building that will provide office space in separate wings for County and contracted staff. The administration building would feature a shared waiting area, restrooms and meeting accommodations in a central zone. As part of the reconstruction of the San Pasqual Academy

campus, it will be necessary to upgrade roads, sewer, water and fire protection infrastructure. The reconstruction project cost is estimated to be $11.6 million if the administration building is included in the project; the cost will be mainly funded by insurance proceeds. No additional staff years will be required.

Capital Program Summary

Budget by Fund

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Outlay Fund	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000
Justice Facility Construction Fund	—	75,000,000	57,000,000	(24.00)	70,000,000
County Health Complex Fund	7,000,000	—	—	—	—
Library Projects Fund	3,200,000	—	—	—	—
Edgemoor Development Fund	3,139,500	9,968,982	9,692,095	(2.78)	9,620,645
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	$ 864,500	$ 903,907	$ 407,000	(54.97)	$ 341,000
Capital Assets/Land Acquisition	403,016,372	89,720,000	192,460,000	114.51	72,500,000
Reserve/Designation Increases	—	250,000	—	(100.00)	—
Operating Transfers Out	2,275,000	8,815,075	9,285,095	5.33	9,279,645
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 1,556,521	$ 515,239	$ 429,553	(16.63)	$ 657,309
Intergovernmental Revenues	1,000,000	6,974,935	5,708,883	(18.15)	4,634,546
Miscellaneous Revenues	1,016,372	—	—	—	—
Other Financing Sources	401,000,000	91,948,808	191,800,000	108.59	72,500,000
Reserve/Designation Decreases	250,000	250,000		(100.00)	—
Use of Fund Balance	1,332,979	—	4,213,659	—	4,328,790
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Revenue Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Interest on Deposits & Investments	$ 581,521	$ 225,093	$ 185,671	(17.51)	$ 97,309
Rents & Concessions	975,000	290,146	243,882	(15.95)	560,000
State Coastal Protection Bonds Proposition 40	1,000,000	2,625,000	—	(100.00)	—
Federal Aid HUD CDBG	—	295,000	—	(100.00)	—
Federal Other	—	4,054,935	5,708,883	40.79	4,634,546
Other Miscellaneous	1,016,372	—	—	—	—

Revenue Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Operating Transfer From General Fund	167,700,000	90,800,000	138,000,000	51.98	72,500,000
Sale of Fixed Assets	—	1,148,808	—	(100.00)	—
Proceeds Long-Term Debt	233,300,000	—	53,800,000	—	—
32222 Designated Justice System	250,000	—	—	—	—
33300 General Reserve - All Funds	—	250,000	—	(100.00)	—
Use of Fund Balance - All Other Funds	1,332,979	—	4,213,659	—	4,328,790
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Capital Outlay Fund

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000
Total	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000

Capital Projects Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition					
1000196 Agua Caliente Campground Improvements	$ —	$ —	$ 1,000,000	—	$ —
1011214 County Operations Center Phase 1A	308,300,000	—	—	—	—
1012152 Oakoasis Park Improvements	1,016,372	—	—	—	—
1012285 HHSA PSG CSG Office Relocations	56,000,000	—	—	—	—
1012286 San Pasqual Academy Residences	14,500,000	—	—	—	—
1013102 Jess Martin Exercise Path and Park Improvements	—	295,000	—	(100.00)	—
1013257 Guajome Park Photovoltaic System	—	1,100,000	—	(100.00)	—
1013258 Sweetwater Lane Artificial Turf Improvements	—	700,000	2,500,000	257.14	—
KA5325 San Luis Rey River Park Acquisition	—	2,625,000	—	(100.00)	—
KA9500 Multi-Species Conservation Program Acquisition	10,000,000	10,000,000	10,000,000	—	2,500,000
KK3421 CAC Waterfront Park	1,000,000	—	—	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements	2,000,000	—	—	—	—
1014124 Energy Upgrades to Park Facilities - Sweetwater Regional Park	—	—	1,500,000	—	—
1014125 County Operations Center & Annex Phase 1B	—	—	119,800,000	—	—
1014126 Bonita Shelter - Replacement Cat Housing Facility	—	—	460,000	—	—

Capital Projects Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
1014127 Bonita Shelter - Multi-purpose Barn	—	—	200,000	—	—
Total - Capital Assets/Land Acquisition	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000
Total Capital Outlay Fund	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund					
1000196 Agua Caliente Campground Improvements	$ —	$ —	$ 1,000,000	—	$ —
1009268 Otay Valley Regional Park Trail Improvements *	(1,000,000)	—	—	—	—
1011214 County Operations Center Phase 1A *	75,000,000	—	—	—	—
1012285 HHSA PSG CSG Office Relocations	56,000,000	—	—	—	—
1012286 San Pasqual Academy Residences	14,500,000	—	—	—	—
1013257 Guajome Park Photovoltaic System	—	1,100,000	—	(100.00)	—
1013258 Sweetwater Lane Artificial Turf Improvements	—	700,000	2,500,000	257.14	—
KA9500 Multi-Species Conservation Program *	10,000,000	10,000,000	10,000,000	—	2,500,000
KK3421 CAC Waterfront Park	1,000,000	—	—	—	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	2,000,000	—	—	—	—
1014124 Energy Upgrades to Park Facilities - Sweetwater Regional Park	—	—	1,500,000	—	—
Total - General Fund	$ 157,500,000	$ 11,800,000	$ 15,000,000	27.12	$ 2,500,000
Reimbursement from SDRBA - COC - GF					
1014125 County Operations Center & Annex Phase 1B *	$ —	$ —	$ 66,000,000	—	$ —
Total - Reimbursement from SDRBA - COC - GF	$ —	$ —	$ 66,000,000	—	$ —
* indicates multiple funding sources					

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Reimbursement from SDRBA - COC - Trustee					
1011214 County Operations Center Phase 1A *	$ 233,300,000	$ —	$ —	—	$ —
1014125 County Operations Center & Annex Phase 1B *	—	—	53,800,000	—	—
Total - Reimbursement from SDRBA - COC - Trustee	$ 233,300,000	$ —	$ 53,800,000	—	$ —
Operating Transfer In					
1014126 Bonita Shelter - Replacement Cat Housing Facility	$ —	$ —	$ 460,000	—	$ —
1014127 Bonita Shelter - Multi-purpose Barn	—	—	200,000	—	—
Total - Operating Transfer In	$ —	$ —	$ 660,000	—	$ —
Community Development Block Grants					
1013102 Jess Martin Exercise Path and Park Improvements	$ —	$ 295,000	$ —	(100.00)	$ —
Total - Community Development Block Grants	$ —	$ 295,000	$ —	(100.00)	$ —
State Proposition 40					
1007108 San Luis Rey Active Park Acquisition	$ —	$ 2,625,000	$ —	(100.00)	$ —
1009268 Otay Valley Regional Park Trail Improvements *	1,000,000	—	—	—	—
Total - State Proposition 40	$ 1,000,000	$ 2,625,000	$ —	(100.00)	$ —
Miscellaneous Revenue					
1012152 Oakoasis Park Improvements *	$ 1,016,372	$ —	$ —	—	$ —
Total - Miscellaneous Revenue	$ 1,016,372	$ —	$ —	—	$ —
Total Capital Outlay Funding Sources	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000
* indicates multiple funding sources					

County Health Complex Fund

County Health Complex Fund

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition	$ 7,000,000	$ —	$ —		$ —
Total	$ 7,000,000	$ —	$ —		$ —

Capital Projects Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 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 Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition	$ —	$ 75,000,000	$ 57,000,000	(24.00)	$ 70,000,000
Total	$ —	$ 75,000,000	$ 57,000,000	(24.00)	$ 70,000,000

Capital Projects Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition					
KK8032 Women's Detention Facility	$ —	$ 75,000,000	$ 55,000,000	(26.67)	$ 70,000,000
1014144 Juvenile Probation Complex Parking Structure	—	—	2,000,000	—	—
Total - Capital Assets/Land Acquisition	$ —	$ 75,000,000	$ 57,000,000	(24.00)	$ 70,000,000

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund					
KK8032 Women's Detention Facility *	$ —	$ 75,000,000	$ 55,000,000	(26.67)	$ 70,000,000
1014144 Juvenile Probation Complex Parking Structure	—	—	2,000,000	—	—
Total - General Fund	$ —	$ 75,000,000	$ 57,000,000	(24.00)	$ 70,000,000
Total Justice Facility Contruction Funding Sources	$ —	$ 75,000,000	$ 57,000,000	(24.00)	$ 70,000,000
* indicates multiple funding sources					

Library Projects Fund

Library Projects Fund

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition	$ 3,200,000	$ —	$ —	—	$ —
Total	$ 3,200,000	$ —	$ —	—	$ —

Capital Projects Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Assets/Land Acquisition					
1012133 Lincoln Acres Library & Community Center	$ 3,200,000	$ —	$ —	—	$ —
Total - Capital Assets/Land Acquisition	$ 3,200,000	$ —	$ —	—	$ —

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund					
1012133 Lincoln Acres Library & Community Center	$ 3,200,000	$ —	$ —	—	$ —
Total - General Fund	$ 3,200,000	$ —	$ —	—	$ —
Total Library Projects Funding Sources	$ 3,200,000	$ —	$ —	—	$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	$ 864,500	$ 903,907	$ 407,000	(54.97)	$ 341,000
Reserve/Designation Increase	—	250,000	—	(100.00)	—
Operating Transfers Out	2,275,000	8,815,075	9,285,095	5.33	9,279,645
Total	$ 3,139,500	$ 9,968,982	$ 9,692,095	(2.78)	$ 9,620,645

Expenditure Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies					
Professional & Specialized Services	$ 522,000	$ 173,730	$ —	(100.00)	$ —
Inter-Departmental Costs	5,000	13,000	13,000	—	13,000
Consultant Contracts	100,000	299,000	174,000	(41.81)	108,000
Purchasing ISF - Non Merchandise	7,500	20,000	20,000	—	20,000
Facility Management Real Property ISF Costs	200,000	200,000	200,000	—	200,000
Major Maintenance - ISF	30,000	198,177	—	(100.00)	—
Total - Services & Supplies	$ 864,500	$ 903,907	$ 407,000	(54.97)	$ 341,000
Reserve/Designation Increase					
32222 Designated Justice System	$ —	$ 250,000	$ —	(100.00)	$ —
Total - Reserve/Designation Increase	$ —	$ 250,000	$ —	(100.00)	$ —
Operating Transfers Out					
Operating Transfers Out - Current Year	$ 2,275,000	$ 8,815,075	$ 9,285,095	5.33	$ 9,279,645
Total - Operating Transfers Out	$ 2,275,000	$ 8,815,075	$ 9,285,095	5.33	$ 9,279,645
Total	$ 3,139,500	$ 9,968,982	$ 9,692,095	(2.78)	$ 9,620,645

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Interest on Deposits & Investments	$ 581,521	$ 225,093	$ 185,671	(17.51)	97,309
Rents & Concessions	975,000	290,146	243,882	(15.95)	560,000
Federal Other	—	4,054,935	5,708,883	40.79	4,634,546
Sale of Fixed Assets	—	1,148,808	—	(100.00)	—

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
32222 Designated Justice System	250,000	—	—	—	—
33300 General Reserve - All Funds	—	250,000	—	(100.00)	—
Fund Balance - All Other Funds	1,332,979	—	3,553,659	—	4,328,790
Operating Transfer from General Fund	—	4,000,000	—	(100.00)	—
Total Edgemoor Development Funding Sources	$ 3,139,500	$ 9,968,982	$ 9,692,095	(2.78)	$ 9,620,645

Lease Payments

Lease Payments

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Lease Payments	$ 35,263,304	$ 39,824,151	$ 39,051,094	(1.94)	$ 39,217,050
Total	$ 35,263,304	$ 39,824,151	$ 39,051,094	(1.94)	$ 39,217,050

Lease Payments Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
1993 Master Refunding – South County	$ 1,871,941	$ 1,663,146	$ 1,646,625	(0.99)	$ 813,487
1993 Master Refunding – East County	2,489,192	2,211,392	2,189,409	(0.99)	1,080,803
1993 Master Refunding – Topaz	233,050	207,555	205,537	(0.97)	103,763
1993 Master Refunding – Health Complex	1,255,924	1,116,357	1,105,309	(0.99)	548,162
1993 Master Refunding – East Mesa	365,798	325,686	322,511	(0.97)	162,386
1993 Master Refunding – Juvenile Hall	217,772	187,165	185,300	(1.00)	91,259
1993 Master Refunding – Clairemont Hospital	904,672	804,317	796,373	(0.99)	395,760
1993 Master Refunding – East Mesa Land	1,179,830	1,048,714	1,038,335	(0.99)	514,924
1993 Master Refunding – SD Muni Building	378,656	330,107	326,818	(1.00)	160,955
1993 Master Refunding – Housing	200,895	178,436	176,658	(1.00)	87,003
1996 Ohio Street Lease Purchase	10,000	—	—	—	—
1997 Central Jail	5,180,741	5,500,920	—	—	—
1998 Hall of Justice	5,008,171	4,936,298	—	—	—
1999 East Mesa Refunding	1,728,730	367,106	—	—	—
2001 MTS Tower	2,938,445	2,934,575	3,144,746	7.16	3,032,121
2002 Motorola	3,487,815	3,485,515	3,484,890	(0.02)	—
2005 Regional Communications System	2,995,887	2,981,088	2,979,488	(0.05)	2,971,238
2005 North & East County Justice Facility Refinance	2,540,783	2,730,700	2,607,275	(4.52)	2,717,825
2005 Edgemoor	2,275,000	5,824,174	6,140,113	5.42	6,137,663
2006 Edgemoor	—	2,990,901	3,144,982	5.15	3,141,983
2009 COC Phase 1A	—	—	—	—	7,626,996
2009 Justice Facilities Refunding	—	—	9,556,725	—	9,630,725
Total	$ 35,263,304	$ 39,824,151	$ 39,051,094	(1.94)	$ 39,217,050

Revenue Detail

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
AB189	$ 2,806,428	$ 2,717,272	$ 2,712,118	(0.19)	$ 2,452,214
Aid from Redevelopment Agency	800,000	800,000	800,000	—	800,000
Rents and Concessions	1,114,510	1,127,917	1,208,336	7.13	1,185,641
Charges in Other Funds	622,955	622,955	622,955	—	—
Miscellaneous Revenue	57,180	23,113	—	(100.00)	—
Use of Reserve/Designation	200,895	178,436	176,658	(1.00)	41,187
Operating Transfer Capital Outlay for Edgemoor	2,275,000	8,815,075	9,285,095	5.33	9,279,645
General Revenue Allocation	27,386,336	25,539,383	24,245,932	(5.06)	25,458,363
Total	$ 35,263,304	$ 39,824,151	$ 39,051,094	(1.94)	$ 39,217,050

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund					
1993 Master Refunding – South County	$ 1,871,941	$ 1,663,146	$ 1,646,625	(0.99)	$ 813,487
1993 Master Refunding – East County	2,489,192	2,211,392	2,189,409	(0.99)	1,080,803
1993 Master Refunding – Topaz	233,050	207,555	205,537	(0.97)	103,763
1993 Master Refunding – Health Complex	1,255,924	1,116,357	1,105,309	(0.99)	548,162
1993 Master Refunding – East Mesa	365,798	325,686	322,511	(0.97)	162,386
1993 Master Refunding – Clairemont Hospital	904,672	804,317	796,373	(0.99)	395,760
1993 Master Refunding – East Mesa Land	1,179,830	1,048,714	1,038,335	(0.99)	514,924
1993 Master Refunding - Housing	—	—	—	—	45,816
1996 Ohio Street Lease Purchase	10,000	—	—	—	—
1997 Central Jail	5,180,741	5,500,920	—	—	—
1998 Hall of Justice	1,363,628	1,317,069	—	—	—
1999 East Mesa Refunding	1,705,617	343,994	—	—	—
2001 MTS Tower	2,458,779	2,425,886	2,563,927	5.69	2,482,398
2002 Motorola	2,864,860	2,862,560	2,861,935	(0.02)	
2005 Regional Communications System	2,979,088	2,981,088	2,979,488	(0.05)	2,971,238
2005 North & East County Justice Facility Refinance	2,523,515	2,730,700	2,607,275	(4.52)	2,717,825
2009 COC 1A	—	—	—	—	5,994,808

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
2009 Justice Facilities Refunding	—	—	5,929,209	—	7,626,996
Total - General Fund	$ 27,386,336	$ 25,539,383	$ 24,245,933	(5.06)	$ 25,458,363
Charges to Other Districts					
2002 Motorola	$ 622,955	$ 622,955	$ 622,955	—	$ —
Total - Charges to Other Districts	$ 622,955	$ 622,955	$ 622,955	—	$ —
Rents and Concessions					
1998 Hall of Justice	$ 634,843	$ 619,229	$ 627,516	1.34	$ 635,917
2001 MTS Tower	479,666	508,688	580,819	14.18	549,724
Total - Rents and Concessions	$ 1,114,509	$ 1,127,917	$ 1,208,335	7.13	$ 1,185,641
AB189					
1993 Master Refunding – Juvenile Hall	$ 217,772	$ 187,165	$ 185,300	(1.00)	$ 91,259
1993 Master Refunding – SD Muni Building	378,656	330,107	326,818	(1.00)	160,955
1998 Hall of Justice	2,210,000	2,200,000	2,200,000	—	2,200,000
Total - AB189	$ 2,806,428	$ 2,717,272	$ 2,712,118	(0.19)	$ 2,452,214
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	$ —	(100.00)	$ —
Pine Valley Sanitation District	17,267	—	—	—	—
Julian Sanitation District	16,800	—	—	—	—
Total - Miscellaneous Revenue	$ 57,180	$ 23,113	$ —	(100.00)	$ —

Funding Source

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Use of Reserve/ Designation					
1993 Master Refunding – Housing	$ 200,895	$ 178,436	$ 176,658	(1.00)	$ 41,187
Total - Use of Reserve/ Designation	$ 200,895	$ 178,436	$ 176,658	(1.00)	$ 41,187
Operating Transfer Capital Outlay					
2005 Edgemoor	$ 2,275,000	$ 5,824,174	$ 6,140,113	5.42	$ 6,137,663
2006 Edgemoor	—	2,990,901	3,144,982	5.15	3,141,983
Total - Operating Transfer Capital Outlay	$ 2,275,000	$ 8,815,075	$ 9,285,095	5.33	$ 9,279,645
Total Lease Payment Funding Sources	$ 35,263,304	$ 39,824,151	$ 39,051,094	(1.94)	$ 39,217,050

Outstanding Capital Projects by Group/Agency

Public Safety Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
San Diego Downtown Courthouse Remodel	KK4901 - 4651	93/94	$ 2,158,514	$ 63,025
Women's Detention Facility	KK8032 - 4832	97/98	78,600,000	75,334,329
Pine Valley Substation	KK0687 - 4687	99/00	1,200,000	1,150,269
East Mesa Juvenile Detention Facility	KK0781 - 4781	99/00	52,093,748	40,548
Sheriff Crime Lab Remodel	KK2994 - 4994	01/02	2,596,618	7,922
Rancho San Diego Sheriff Station Land Acquisition	KA5485 - 4485	04/05	2,097,370	816
Rancho San Diego Sheriff Station	KK5485 - 4301	04/05	8,902,630	7,942,874
Medical Examiner and Forensic Center	KK5497 - 4497	04/05	80,666,694	18,613,093
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			$ 229,780,574	$ 104,617,875

Health and Human Services Agency

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Edgemoor Skilled Nursing Facility	KK0866 - 4866	99/00	$ 123,485,556	$ 424,459
HHSA Office Parking Structure	KK4463 - 4463	03/04	1,284,876	—
COC Annex North Central Public Health Clinic	1012284 - 54847	08/09	15,495,000	161,724
San Pasqual (SPA) Admin Building	1013689 - 54874	09/10	900,600	900,600
Total - Health and Human Services Agency			$ 141,166,032	$ 1,486,783

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Otay Lakes Park Restoration	KN7022 - 4741	96/97	$ 2,486,774	$ 35,757
Rancho Guajome Adobe Restoration	KN7915 - 4790	96/97	1,889,085	51
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	69,087	—
Multiple Species Conservation Program Acquisitions	KA9500 - 4545	98/99	56,700,703	16,657,955
Ramona Collier Park Facility Design Boys and Girls Gymnasium	KN9032 - 4932	98/99	117,954	—
Otay Valley Regional Park Phase II Acquisition	KA0550 - 4550	99/00	9,592,198	170,053
Escondido Creek Acquisitions	KA0551 - 4551	99/00	6,251,658	144,656
Spring Valley Gymnasium	KK0865 - 4865	99/00	2,620,392	120,910

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Trail Easement Acquisitions	KA2973 - 4973	01/02	84,211	65,183
Cactus Park Sports Fields	KN2968 - 4968	01/02	497,150	7,002
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	41,232
Volcan Mountain West Acquisition	KA3438 - 4438	02/03	2,396,923	490,234
Sweetwater Summit Campground and Local Park Improvements	KN3106 - 4872	02/03	7,915,482	4,326,051
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	214,766
Felicita Park Improvements	KN3414 - 4414	02/03	2,387,613	1,422,430
Guajome Park Playground/Restroom/Dock Improvements	KN3415 - 4415	02/03	662,101	38,614
Sweetwater Trails/Bikeways Construction	KN3419 - 4419	02/03	2,721,105	1,278,664
San Luis Rey River Park Planning and Development	KN3432 - 4432	02/03	6,206,179	5,057,663
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	8,656
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	176,237
San Dieguito Park Recycled Water Retrofit Improvements	KN4481 - 4481	03/04	94,880	68,394
Stowe Trail Acquisition	KA5321 - 4321	04/05	565,000	503,873
Pine Valley Ballfield Improvements	KN5303 - 4303	04/05	450,000	416,911
Fallbrook Community Center Interior Remodel Design	KN5491 - 4491	04/05	355,435	29,405
Spring Valley Community Center Expansion	KN5498 - 4498	04/05	1,892,000	1,041,707
San Luis Rey River Park Acquisition	KA5325 - 4325	05/06	6,011,070	68,044
Goodan Ranch Compound Improvements	KN6329 - 4329	05/06	1,581,758	6,536
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	10,000,001	3,968,634
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	800,000	789,937
Americans With Disabilities Act Ballfield	1008292 - 54749	05/06	1,805,000	574,454
East County Trail Acquisition	1008954 - 54057	05/06	231,016	217,253
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	214,286	154,263
Lakeside Linkage Habitat Enhancement	1010184 - 54769	06/07	120,800	3,116
Hilton Head Park Phase II Improvements	1010406 - 54776	06/07	1,614,360	73,066
Guajome Regional Park Restrooms	1010407 - 54777	06/07	375,000	354,673
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	83,729
Heritage Park Victorian Home Improvements	1010429 - 54780	06/07	4,000,000	4,000,000
Heise Well Replacement	1010593 - 54786	06/07	250,000	54,547

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	466,603	324,908
Otay Valley Regional Park Local Staging Area	1010977 - 54810	06/07	300,000	223,974
Trans County Trail Acquisition	1011720 - 54062	07/08	38,077	38,077
I-122 Loss Allotment Supervisorial District 2 Acquisitions	1011758 - 54063	07/08	240,600	240,600
Lindo Lake Fitness	1012325 - 54066	07/08	200,000	17,897
Agua Caliente Pavilion Replacement	1011443 - 54796	07/08	275,000	60,043
Tijuana River Valley Trails Habitat Restoration	1011445 - 54797	07/08	470,000	164,738
Whaley Compound ADA Improvements	1011447 - 54799	07/08	100,000	100,000
Los Penasquitos Adobe Barn ADA Access	1011448 - 54801	07/08	100,000	90,600
Ranger Housing Improvements	1011449 - 54802	07/08	2,500,000	2,116,764
Fallbrook Community Center Playground Shade Structures	1011450 - 54804	07/08	135,000	7,423
Ramona Collier Park Playground Shade Structures	1011454 - 54805	07/08	180,000	38,228
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
Lincoln Acres Community Center ADA Ramp	1011387 - 54812	07/08	25,000	15,226
Fire Recovery Erosion Control Hellhole Canyon Open Space Preserve	1011440 - 54814	07/08	81,200	17,255
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	11,496
Clemmens Lane Park Design	1011719 - 54819	07/08	807,000	108,125
Trans County Trail Development	1011721 - 54820	07/08	2,317	2,317
Tijuana River Valley Trail Construction	1011723 - 54822	07/08	1,568,999	1,568,999
Mt Olympus Preserve Improvements	1011952 - 54824	07/08	350,000	340,697
Campo Community Center	1012118 - 54834	07/08	210,000	21,474
MSCP Lauderbaugh Land Acquisition	1012504 - 54067	08/09	257,700	10,857
HHSA PSG CSG Office Relocation	1012285 - 54835	08/09	47,505,000	47,321,711
San Pasqual Academy Residences	1012286 - 54837	08/09	9,150,948	8,736,420
Oakoasis Park Improvements	1012152 - 54838	08/09	1,323,267	1,233,640
Hilton Head Park Irrigation	1012343 - 54840	08/09	100,000	38,488
Guajome Regional Park Improvements	1012922 - 54841	08/09	122,711	74,400
Lakeside Washrack	1012937 - 54842	08/09	503,500	477,950
Fallbrook Community Center	1012950 - 54843	08/09	100,000	8,454
County Reserve Fire Recovery	1012951 - 54844	08/09	247,993	177,440
Lindo Lake Tennis Courts Renovation	1012953 - 54845	08/09	216,000	17,149
San Pasqual Academy Water Well	1012959 - 54846	08/09	250,000	250,000
Jess Martin Exercise Path and Park Improvements	1013102 - 54859	08/09	643,882	557,101
Lakeside Community Center Photovoltaic System	1013103 - 54860	08/09	300,000	282,671
Valle De Oro Park Improvement	1013224 - 54864	08/09	83,000	2,337
Rios Canyon Park Disabled Access Improvements	1013145 - 54865	08/09	100,000	76,257

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Guajome Park Photovoltaic System	1013257 - 54866	09/10	1,100,000	1,096,204
Sweetwater Lane Artificial Turf Improvements	1013258 - 54867	09/10	700,000	680,126
Bancroft Rock House Restoration and Improvements	1013259 - 54868	09/10	473,000	440,628
Heritage Park Improvements	1013360 - 54870	08/09	137,500	66,842
San Pasqual Academy Sports Field	1013116 - 54858	09/10	11,707	8,700
Oak Country II Trail	1013683 - 54873	09/10	541,591	450,963
SLR Bonsall Land	1013478 - 54068	09/10	2,103,500	—-
MSCP Bonsall Land	1013479 - 54069	09/10	1,401,850	115,213
El Monte Trail and Staging Area	1013682 - 54872	09/10	375,000	284,979
Live Oak Park Recreational Area	1013599 - 57871	09/10	200,000	196,694
Mountain Empire (CAMPO) Community Center Playground	1013750 - 54875	09/10	450,000	445,757
Collier Park Soccer Area	1013817 - 54876	09/10	622,046	622,046
Live Oak Amphitheater	1013902 - 54877	09/10	50,000	50,000
Santa Ysabel Nature Center	1013906 - 54878	09/10	125,000	125,000
Total - Land Use and Environment Group			$ 240,122,993	$ 119,590,340

Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
Underground Fuel Storage Tank Replacement	KK6100 - 4869	95/96	$ 3,161,848	$ 17,362
Valley Center Branch Library	KL9023 - 4923	98/99	4,421,280	6,207
Bonita Branch Library	KL9540 - 4753	98/99	4,490,950	24,226
Valley Center Museum	KK1953 - 4953	00/01	255,000	10,642
Fallbrook Branch Library	KL1974 - 4974	00/01	10,598,999	6,732,644
Julian Shared Use Library	KL2981 - 4981	01/02	3,085,516	21,185
Alpine Branch Library	KL2983 - 4983	01/02	383,385	138,434
Ramona Branch Library	KL2987 - 4465	01/02	11,696,036	8,902,896
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	181,531,944	126,985,767
San Pasqual Academy Technology and Career Information Center	1011679 - 54818	07/08	1,040,000	188,420
Lincoln Acres Library and Community Center	1012133 - 54825	08/09	3,200,000	2,127,488
Total - Community Services Group			$ 225,750,958	$ 145,212,721

Finance and General Government Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 02/28/2010
County Administrative Center Waterfront Park	KK3421 - 4421	02/03	$ 9,450,000	$ 6,883,705
Total - Finance & General Government Group			$ 9,450,000	$ 6,883,705

Total Outstanding Capital Projects

			Total Appropriations	Remaining Balance as of 02/28/2010
Total Outstanding Capital Projects			$ 846,270,557	$ 377,791,424

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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 available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). Typically, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRANs amount for Fiscal Year 2010-11 will be determined subsequent to the printing of this document. See also the section on Debt Management Policies and Obligations on page 80.

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 2010-11 is $2.5 million, down $1.0 million from the Fiscal Year 2009-10 Adopted Budget amount. TOT revenues started to slow in the first quarter of Fiscal Year 2008-09 but receipts declined dramatically in the quarter ending March 2009 and this decline has continued through the

quarter ending December 2009. The funding level for Fiscal Year 2011-12 is projected to be $2.6 million.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (formerly Community Projects) is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and to nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the Program are subject to budget priorities as established by the Board of Supervisors. The funding source is General Fund fund balance. The funding level for Fiscal Year 2010-11 is proposed to be $5.0 million as directed by the Board of Supervisors on March 24, 2010 (18). The Fiscal Year 2011-12 amount is proposed to return to the Fiscal Year 2009-10 level of $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

Historically, contributions from the General Fund have been provided to augment the resources of the County Library Fund. In Fiscal Year 2008-09, the General Fund contribution was $5.5 million, consisting of $4.8 million funded with General Purpose Revenue and one-time funding of $0.7 million in order to augment the Cardiff Branch improvement project. For Fiscal Year 2009-10, the General Purpose Revenue-based contribution was decreased to $2.3 million. For Fiscal Year 2010-11, the remaining $2.3 million of ongoing General Purpose

Revenue support is proposed to be eliminated, but a one-time contribution of $0.4 million based on General Fund fund balance attributable to the Community Services Group is proposed as a match for donations for library materials expected to be received from the Friends of the Library for the new Ramona and Fallbrook branches. No appropriations are projected for Fiscal Year 2011-12.

Contingency Reserve - General Fund

A Contingency Reserve of $20.0 million is proposed for both Fiscal Years 2010-11 and 2011-12. These appropriations comply with the target of 2% of General Purpose Revenue for the Contingency Reserve as outlined in Board Policy B-71, *Fund Balance and Reserves*. At $20.0 million, the Contingency Reserve represents 2.1% of the Fiscal Year 2010-11 proposed General Purpose Revenue and Fiscal Year 2011-12 estimated General Purpose Revenue ($954.4 million and $953.3 million, respectively). These appropriations are a source of funding for unanticipated needs, events, or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2010-11, $138.7 million is proposed. Of this total, $66.0 million is for the County Operations Center (COC) and Annex Redevelopment - Phase 1B project, $55.0 million is proposed to be added to the $75.0 million that was appropriated in Fiscal Year 2009-10 for the replacement of the existing Las Colinas Women's Detention Facility, $10.0 million is for land acquisition under the Multiple Species Conservation Program (MSCP), $2.0 million is for the Juvenile Probation Complex Parking Expansion project, $2.5 million is for Sweetwater Lane Park to replace the grass fields with synthetic turf, $1.5 million is for Sweetwater Regional Park energy upgrades, $1.0 million is for the Agua Caliente Park water, sewer, and electrical line replacement project, $0.5 million is for the Animal Services South Shelter Cat Housing Facility replacement project, and $0.2 million is for the multi-purpose barn at the Animal Services South Shelter. The funding source for the proposed COC and Annex Redevelopment - Phase 1B project is $20.0 million of General Purpose Revenue and $46.0 million of General Fund fund balance. The funding source for the proposed Women's Detention Facility project is General Purpose Revenue. The MSCP land acquisition project is proposed to be funded by $2.5 million of General Purpose Revenue and $7.5 million of General Fund fund balance. The remaining projects are proposed to be funded by General Fund fund balance. For Fiscal Year 2011-12, $72.5 million is proposed, consisting of an additional $70.0 million for the new Women's Detention Facility (for a total of $200.0 million over three years) and $2.5 million for continued MSCP land acquisition, both funded with General Purpose Revenue. See the Capital Program section on page 423 for more information on these projects.

Lease Payments - Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. There is a net decrease of $0.8 million in Fiscal Year 2010-11 as a result of the final maturity of and the reduction in certain scheduled lease payments offset by increasing lease payments for the Edgemoor Hospital Distinct Part Skilled Nursing Facility and the 2001 MTS Tower Refunding financing. Funding from the Edgemoor Development Fund will be transferred to the General Fund to offset the increased Edgemoor Hospital Distinct Part Skilled Nursing Facility payment. The Fiscal Year 2011-12 payments are expected to increase by a net of $0.2 million. See the Capital Program section for the detail on the lease purchase payments.

Lease Payments - Certificates of Participation - Enterprise Resource Planning System

The appropriations for this program were used to make the annual $6.7 million lease payment to SANCAL for the COPs issued in May 2000 to finance the County's Enterprise Resource Planning (ERP) System. The final payment was made in Fiscal Year 2009-10. No further appropriations are required for this purpose.

Debt Reduction

Appropriations in this program reflect amounts allocated for the early retirement of debt. No appropriations are proposed for this program in Fiscal Year 2010-11 or projected for Fiscal Year 2011-12. A General Fund

contribution of $24.1 million to the Pension Obligation Bond fund was budgeted in Fiscal Year 2009-10 and used towards the payoff of the Series B1-2 (variable rate) portion of the County's 2008 taxable Pension Obligation Bonds refunding.

Contribution to the General Reserve

A General Reserve of $55.5 million was established by the Board of Supervisors in Fiscal Year 2007-08. Once established, only changes to the Reserve are shown in subsequent budgets. Government Code §§29085-29086 allow the creation of a general reserve and restrict decreasing the amount to the time of budget adoption. Subsequent to budget adoption, the General Reserve may be increased, but amounts in the Reserve may only be used for legally declared emergencies as defined in Government Code §29127. The amount of the County's General Reserve is governed by Board Policy B-71, *Fund Balance and Reserves*, which sets a target amount that is equivalent to 5% of budgeted General Purpose Revenue. At $55.5 million, it equates to 5.8% of the Fiscal Years 2010-11 and 2011-12 proposed General Purpose Revenue amounts of $954.4 million and $953.3 million, respectively, and therefore exceeds the 5% target level. Consequently, no changes are proposed to the General Reserve for Fiscal Years 2010-11 or 2011-12.

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 a Fund Balance Designation for Economic Uncertainty. 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 Revenue be designated for Economic Uncertainty. In Fiscal Year 2009-10, the Board of Supervisors established this Designation at $100.0 million, slightly above the 10% level. Once established, only changes to the designation amount are shown in subsequent budgets. For Fiscal Year 2010-11, the 10% target level would be $95.4 million, but it is recommended that no changes be made to the original $100.0 million designation amount.

Countywide General Expenses

The primary objective of these appropriations is to fund countywide projects and other countywide needs. The major components of the Countywide General Expenses program in Fiscal Year 2010-11 are:

- Contribution to the Information Technology (IT) Internal Service Fund to support the countywide component of the IT outsourcing contract.
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.
- A Pension Stabilization Fund in anticipation of significantly higher 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.
- Miscellaneous appropriations for unanticipated programs needs.

The decrease between Fiscal Years 2010-11 and 2011-12 reflects a redistribution of resources to departments to meet anticipated increases in retirement contribution expenses in Fiscal Year 2011-12.

Countywide Shared Major Maintenance

In Fiscal Year 2010-11, appropriations totaling $2.0 million are proposed for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2011-12 is also projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. The appropriations for this fund support claim payments and

administrative costs of the County's self-insured Workers' Compensation program and Unemployment Expenses.

Workers' Compensation rates (premiums) are charged to individual departments based 80% on a department's ten-year claim history and 20% on risk factors determined by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2009, the estimated liability was $88.6 million and the cash balance as of June 30, 2009 was $92.1 million. The estimated liability as of June 30, 2010 is $95.0 million and the cash balance as of June 30, 2010 is projected to be $92.5 million. The proposed budget for Fiscal Year 2010-11 and 2011-12 includes a $1.0 million contingency reserve. As a result of the County's Work Safe/Stay Healthy program, claims have been reduced in past years enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis. Appropriations for Fiscal Year 2010-11 reflect a $2.2 million (6.9%) decrease in the Workers' Compensation budget from the Fiscal Year 2009-10 adopted budget.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments provide the funding source for these payments. Beginning in Fiscal Year 2010-11, unemployment insurance rates (premiums) will be charged to departments based 70% on each department's five-year claims experience and 30% on budgeted staffing levels. Appropriations for Fiscal Year 2010-11 reflect a $2.3 million increase over the Fiscal Year 2009-10 adopted budget (increasing from $1.6 million to $3.9 million) as a result of the sharp increase in actual charges to the County for the last quarter of Fiscal Year 2008-09 and the first two quarters of Fiscal Year 2009-10. These higher costs are expected to continue at least through Fiscal Year 2010-11 because of continued high unemployment rates and the significantly extended period of time during which an individual can receive benefits. For Fiscal Years 2010-11 and 2011-12, the proposed budgets also include a $1.0 million contingency reserve.

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, 2009 was $20.0 million. As of June 30, 2009, the fund had a cash balance of $27.1 million. The estimated liability for June 30, 2010 increased to $23.1 million and the cash balance as of June 30, 2010 is projected to be $31.4 million. The budgeted appropriations of $14.5 million in Fiscal Year 2010-11 are offset by $14.3 million in charges to departments and by $0.2 million in interest earnings of the fund.

Pension Obligation Bonds

The proposed appropriations for this debt service fund for Fiscal Years 2010-11 and 2011-12 will allow the County to make the scheduled principal and interest payments and pay related administrative expenses for the 2002, 2004 and the 2008 taxable Pension Obligation Bonds (POBs). The significant decrease from the Fiscal Year 2009-10 Adopted Budget results from one-time appropriations of $100.0 million being included in that year's budget (in addition to those for the required payments) to pay off the principal balance of the

variable rate component of the 2008 taxable POBs (Series B). See the Debt Management Policies and Obligations section on page 80 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 2010-11 reflects the scheduled debt service payment.

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Cash Borrowing Program	$ 12,700,000	$ 7,700,000	$ 7,700,000	0.0%	$ 7,700,000
Community Enhancement	3,350,000	3,500,000	2,500,000	(28.6%)	2,600,000
Neighborhood Reinvestment Program	10,000,000	10,000,000	5,000,000	(50.0%)	10,000,000
Contributions to County Library	5,500,000	2,250,000	350,000	(84.4%)	—
Contingency Reserve - General Fund	20,294,000	20,000,000	20,000,000	0.0%	20,000,000
Contributions to Capital Program	167,700,000	86,800,000	138,660,000	59.7%	72,500,000
Lease Payments - Capital Projects	35,263,304	39,824,151	39,051,094	(1.9%)	39,217,050
Lease Payments - Certificates of Participation - ERPs	6,700,000	6,700,000	—	(100.0%)	—
Debt Reduction	—	24,096,328	—	(100.0%)	—
Designation - Economic Uncertainty	—	100,000,000	—	(100.0%)	—
Countywide General Expenses	76,183,084	33,759,222	46,282,008	37.1%	33,896,614
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	0.0%	2,000,000
Employee Benefits ISF					
Workers' Compensation Emp Ben ISF	34,325,948	31,963,107	29,736,033	(7.0%)	29,736,033
Unemployment Insurance Emp Ben ISF	1,582,175	1,586,608	3,901,526	145.9%	3,901,526
Local Agency Formation Commission Administration	343,581	342,880	342,061	(0.2%)	352,323
Public Liability ISF	13,000,000	15,400,000	14,475,000	(6.0%)	14,475,000
Pension Obligation Bonds	152,259,915	183,480,131	81,430,375	(55.6%)	81,354,997
Debt Service Local Boards	47,500	23,250	26,250	12.9%	26,250
Total	$ 541,249,507	$ 569,425,677	$ 391,454,347	(31.3%)	$ 317,759,793

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Appendices

Appendix A: All Funds - Budget Summary

Appendix B: Budget Summary of All Funds

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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Total - Staff Years	17,189.00	16,415.00	15,826.25	(3.59)	15,806.00

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 1,691,564,149	$ 1,629,311,218	$ 1,604,940,294	(1.50)	$ 1,633,775,722
Services & Supplies	1,741,740,166	1,836,646,062	1,874,913,353	2.08	1,640,456,331
Other Charges	785,651,780	874,725,978	760,586,827	(13.05)	741,431,950
Capital Assets/Land Acquisition	421,665,067	101,253,000	204,734,500	102.20	75,392,000
Capital Assets Equipment	24,873,331	27,213,183	19,100,925	(29.81)	17,686,073
Expenditure Transfer & Reimbursements	(19,748,932)	(20,495,309)	(20,110,768)	(1.88)	(20,228,947)
Reserves	24,397,000	22,694,733	22,103,000	(2.61)	22,103,000
Reserve/Designation Increase	4,066,400	100,250,000	33,409,291	(66.67)	—
Operating Transfers Out	472,678,810	407,062,589	334,784,605	(17.76)	333,720,978
Management Reserves	41,219,694	29,550,000	28,710,000	(2.84)	23,750,000
Total	$ 5,188,107,465	$ 5,008,211,454	$ 4,863,172,027	(2.90)	$ 4,468,087,107

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 580,917,926	$ 535,096,780	$ 535,473,694	0.07	$ 534,587,321
Taxes Other Than Current Secured	432,595,008	421,248,254	397,374,661	(5.67)	393,447,832
Licenses Permits & Franchises	48,517,418	46,982,930	49,113,644	4.54	50,923,384
Fines, Forfeitures & Penalties	53,834,885	57,906,541	56,584,160	(2.28)	54,086,928
Revenue From Use of Money & Property	65,803,321	57,966,482	54,633,846	(5.75)	55,355,647
Intergovernmental Revenues	2,160,279,742	2,223,573,358	2,207,390,677	(0.73)	2,143,954,889
Charges For Current Services	773,056,628	813,375,609	753,149,203	(7.40)	733,587,061
Miscellaneous Revenues	79,420,994	31,945,966	36,627,695	14.66	32,230,721
Other Financing Sources	692,579,630	394,812,217	441,185,426	11.75	320,321,798
Reserve/Designation Decreases	2,295,881	8,668,294	13,258,481	52.95	34,128,984
Use of Fund Balance	298,806,032	416,635,023	318,380,540	(23.58)	115,462,542
Total	$ 5,188,107,465	$ 5,008,211,454	$ 4,863,172,027	(2.90)	$ 4,468,087,107

Public Safety Group

Staffing - Staff Years

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Staff Years	7,574.50	7,170.00	7,025.25	(2.02)	7,005.00

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 835,396,327	$ 798,099,831	$ 789,251,837	(1.11)	$ 800,399,902
Services & Supplies	222,356,641	220,860,251	209,842,130	(4.99)	204,928,352
Other Charges	95,822,194	106,163,570	106,319,010	0.15	102,026,967
Capital Assets Equipment	5,509,642	8,422,090	5,610,381	(33.38)	5,060,381
Expenditure Transfer & Reimbursements	(18,185,919)	(18,610,491)	(18,551,128)	(0.32)	(18,657,045)
Operating Transfers Out	240,336,687	215,515,099	190,367,899	(11.67)	190,367,899
Management Reserves	7,650,000	—	—	0.00	—
Total	$ 1,388,885,572	$ 1,330,450,350	$ 1,282,840,129	(3.58)	$ 1,284,126,456

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 612,601	$ 583,101	$ 593,101	1.71	$ 593,101
Fines, Forfeitures & Penalties	22,894,014	25,960,984	25,932,584	(0.11)	23,644,667
Revenue From Use of Money & Property	10,226,046	10,348,468	9,250,276	(10.61)	9,250,276
Intergovernmental Revenues	435,638,922	419,007,408	370,997,648	(11.46)	366,298,153
Charges For Current Services	130,434,369	121,194,963	120,840,921	(0.29)	121,877,715
Miscellaneous Revenues	8,046,571	8,180,199	8,834,795	8.00	8,834,795
Other Financing Sources	240,336,687	215,515,099	190,367,899	(11.67)	190,367,899
Use of Fund Balance	23,108,362	10,544,459	25,572,905	142.52	22,405,850
General Revenue Allocation	517,588,000	519,115,669	530,450,000	2.18	540,854,000
Total	$ 1,388,885,572	$ 1,330,450,350	$ 1,282,840,129	(3.58)	$ 1,284,126,456

Health and Human Services Agency

Staffing - Staff Years

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Staff Years	5,677.50	5,482.00	5,156.25	(5.94)	5,156.25

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 469,413,589	$ 454,726,149	$ 441,518,587	(2.90)	$ 450,891,609
Services & Supplies	873,803,684	918,586,365	922,037,131	0.38	913,898,536
Other Charges	398,891,248	429,263,910	433,047,599	0.88	433,047,599
Capital Assets Equipment	2,759,206	523,206	333,000	(36.35)	333,000
Expenditure Transfer & Reimbursements	(213,930)	(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	15,000,000	20,000,000	20,000,000	0.00	20,000,000
Total	$ 1,797,652,977	$ 1,860,884,880	$ 1,854,721,567	(0.33)	$ 1,855,955,994

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 1,644,225	$ 1,653,670	$ 1,865,357	12.80	$ 1,865,357
Taxes Other Than Current Secured	43,004	43,004	43,949	2.20	43,949
Licenses Permits & Franchises	1,013,402	1,009,340	1,477,957	46.43	1,557,340
Fines, Forfeitures & Penalties	5,852,264	5,842,264	5,858,681	0.28	5,858,681
Revenue From Use of Money & Property	1,334,470	11,914,769	11,733,324	(1.52)	11,733,324
Intergovernmental Revenues	1,563,008,907	1,633,992,841	1,617,855,802	(0.99)	1,601,685,587
Charges For Current Services	45,174,585	53,414,018	64,160,415	20.12	65,148,580
Miscellaneous Revenues	10,544,642	9,922,912	8,497,372	(14.37)	8,437,915
Other Financing Sources	24,200,000	24,200,000	24,200,000	0.00	24,200,000
Reserve/Designation Decreases	29,478	891,189	4,431,710	397.28	32,827,478
Use of Fund Balance	72,597,000	50,438,180	52,550,000	4.19	39,529,583
General Revenue Allocation	72,211,000	67,562,693	62,047,000	(8.16)	63,068,200
Total	$ 1,797,652,977	$ 1,860,884,880	$ 1,854,721,567	(0.33)	$ 1,855,955,994

Land Use and Environment Group

Staffing - Staff Years

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Staff Years	1,643.00	1,562.00	1,501.00	(3.91)	1,502.00

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 168,026,991	$ 163,499,401	$ 162,058,916	(0.88)	$ 165,094,619
Services & Supplies	179,244,389	199,862,213	230,308,298	15.23	154,775,296
Other Charges	17,641,497	35,330,679	35,907,064	1.63	17,155,892
Capital Assets/Land Acquisition	18,648,695	11,533,000	12,274,500	6.43	2,892,000
Capital Assets Equipment	6,444,300	6,675,300	3,492,000	(47.69)	2,924,000
Expenditure Transfer & Reimbursements	(489,579)	(765,000)	—	(100.00)	—
Reserves	—	1,241,733	—	(100.00)	—
Reserve/Designation Increase	25,047	—	32,144,972	—	—
Operating Transfers Out	9,074,010	9,840,703	10,542,338	7.13	9,746,374
Management Reserves	1,184,694	—	—	0.00	—
Total	$ 399,800,044	$ 427,218,029	$ 486,728,088	13.93	$ 352,588,181

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 7,206,444	$ 7,383,820	$ 7,770,132	5.23	$ 7,750,942
Taxes Other Than Current Secured	14,295,174	11,310,924	9,205,549	(18.61)	7,312,209
Licenses Permits & Franchises	36,007,220	33,237,610	33,969,984	2.20	35,930,913
Fines, Forfeitures & Penalties	1,413,893	1,827,039	1,815,394	(0.64)	1,857,889
Revenue From Use of Money & Property	22,474,902	22,137,877	20,454,603	(7.60)	19,520,593
Intergovernmental Revenues	105,995,448	116,987,710	146,194,293	24.97	103,295,377
Charges For Current Services	81,353,645	94,389,006	91,063,294	(3.52)	91,881,135
Miscellaneous Revenues	12,399,387	2,053,013	3,299,478	60.71	2,269,505
Other Financing Sources	9,074,010	9,875,703	10,437,501	5.69	9,641,536
Reserve/Designation Decreases	1,793,382	3,774,257	8,650,112	129.19	—
Use of Fund Balance	45,580,967	67,785,076	99,279,748	46.46	17,238,582
General Revenue Allocation	62,205,572	56,455,994	54,588,000	(3.31)	55,889,500
Total	$ 399,800,044	$ 427,218,029	$ 486,728,088	13.93	$ 352,588,181

Community Services Group

Staffing - Staff Years

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Staff Years	1,013.00	1,019.00	978.25	(4.00)	977.25

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 90,529,485	$ 90,449,229	$ 88,898,147	(1.71)	$ 92,272,824
Services & Supplies	160,863,986	168,933,371	151,272,593	(10.45)	154,460,137
Other Charges	26,117,624	23,011,107	20,744,150	(9.85)	19,427,648
Capital Assets Equipment	10,160,183	11,433,087	9,403,544	(17.75)	9,270,000
Expenditure Transfer & Reimbursements	(231,600)	(231,600)	(183,600)	(20.73)	(183,600)
Reserves	103,000	103,000	103,000	0.00	103,000
Reserve/Designation Increase	4,018,103	—	1,260,319	—	—
Operating Transfers Out	7,923,263	14,878,929	9,690,622	(34.87)	9,747,940
Management Reserves	4,250,000	4,750,000	3,750,000	(21.05)	3,750,000
Total	$ 303,734,044	$ 313,327,123	$ 284,938,775	(9.06)	$ 288,847,949

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 28,981,792	$ 29,753,963	$ 28,235,612	(5.10)	$ 28,235,612
Taxes Other Than Current Secured	4,879,228	5,424,909	4,890,714	(9.85)	4,927,066
Licenses Permits & Franchises	2,303,714	2,205,500	2,181,409	(1.09)	2,205,500
Fines, Forfeitures & Penalties	13,000	3,000	3,000	0.00	3,000
Revenue From Use of Money & Property	3,425,856	3,174,154	2,747,979	(13.43)	2,708,729
Intergovernmental Revenues	39,437,914	34,441,137	30,170,923	(12.40)	31,327,725
Charges For Current Services	161,067,207	166,505,347	164,354,533	(1.29)	165,913,016
Miscellaneous Revenues	3,262,359	2,746,582	6,148,580	123.86	2,939,555
Other Financing Sources	13,823,263	17,493,929	10,440,622	(40.32)	10,147,940
Reserve/Designation Decreases	—	3,573,412	—	(100.00)	1,260,319
Use of Fund Balance	26,623,711	28,814,007	17,220,403	(40.24)	20,433,487
General Revenue Allocation	19,916,000	19,191,183	18,545,000	(3.37)	18,746,000
Total	$ 303,734,044	$ 313,327,123	$ 284,938,775	(9.06)	$ 288,847,949

Finance and General Government Group

Staffing - Staff Years

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Staff Years	1,281.00	1,182.00	1,165.50	(1.40)	1,165.50

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	$ 128,197,757	$ 122,536,608	$ 123,212,807	0.55	$ 125,116,768
Services & Supplies	209,924,596	280,394,593	233,064,329	(16.88)	162,647,001
Capital Assets Equipment	—	159,500	262,000	64.26	98,692
Expenditure Transfer & Reimbursements	(627,904)	(674,288)	(1,162,110)	72.35	(1,174,372)
Management Reserves	13,135,000	4,800,000	4,960,000	3.33	—
Total	$ 350,629,449	$ 407,216,413	$ 360,337,026	(11.51)	$ 286,688,089

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	$ 3,214,247	$ 716,000	$ 807,500	12.78	$ 500,000
Fines, Forfeitures & Penalties	992,450	1,002,450	1,035,450	3.29	1,035,450
Revenue From Use of Money & Property	248,936	84,949	215,000	153.09	205,000
Intergovernmental Revenues	3,241,736	37,746	37,158	(1.56)	37,158
Charges For Current Services	185,992,687	181,967,356	185,339,989	1.85	162,074,897
Miscellaneous Revenues	7,240,163	7,995,688	8,818,633	10.29	8,720,644
Other Financing Sources	1,670,670	2,667,275	3,689,471	38.32	3,879,940
Use of Fund Balance	36,306,132	99,456,973	52,193,825	(47.52)	—
General Revenue Allocation	111,722,428	113,287,976	108,200,000	(4.49)	110,235,000
Total	$ 350,629,449	$ 407,216,413	$ 360,337,026	(11.51)	$ 286,688,089

Capital Program

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	$ 864,500	$ 903,907	$ 407,000	(54.97)	$ 341,000
Capital Assets/Land Acquisition	403,016,372	89,720,000	192,460,000	114.51	72,500,000
Reserve/Designation Increase	—	250,000	—	(100.00)	—
Operating Transfers Out	2,275,000	8,815,075	9,285,095	5.33	9,279,645
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	$ 1,556,521	$ 515,239	$ 429,553	(16.63)	$ 657,309
Intergovernmental Revenues	1,000,000	6,974,935	5,708,883	(18.15)	4,634,546
Miscellaneous Revenues	1,016,372	—	—	0.00	—
Other Financing Sources	401,000,000	91,948,808	192,460,000	109.31	72,500,000
Reserve/Designation Decreases	250,000	250,000	—	(100.00)	—
Use of Fund Balance	1,332,979	—	3,553,659	—	4,328,790
General Revenue Allocation	—	—	—	0.00	—
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Finance Other

Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	$ 94,682,370	$ 47,105,362	$ 127,981,872	171.69	$ 49,406,009
Other Charges	247,179,217	280,956,712	164,569,004	(41.43)	169,773,844
Reserves	24,294,000	21,350,000	22,000,000	3.04	22,000,000
Reserve/Designation Increase	23,250	100,000,000	4,000	(100.00)	—
Operating Transfers Out	175,070,670	120,013,603	76,899,471	(35.92)	76,579,940
Total	$ 541,249,507	$ 569,425,677	$ 391,454,347	(31.25)	$ 317,759,793

Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 23,375	$ 22,250	$ 26,250	17.98	$ —
Fines, Forfeitures & Penalties	2,806,429	2,717,272	2,712,118	(0.19)	2,452,214
Revenue From Use of Money & Property	5,364,509	2,405,917	2,179,336	(9.42)	2,156,641
Intergovernmental Revenues	806,918	807,808	800,000	(0.97)	800,000
Charges For Current Services	168,599,881	195,470,665	127,390,051	(34.83)	126,691,718
Miscellaneous Revenues	36,636,493	23,113	—	(100.00)	—
Other Financing Sources	2,475,000	33,111,403	9,589,933	(71.04)	9,584,483
Reserve/Designation Decreases	223,021	179,436	176,659	(1.55)	41,187
Use of Fund Balance	93,256,881	159,596,328	68,010,000	(57.39)	11,526,250
General Revenue Allocation	231,057,000	175,091,485	180,570,000	3.13	164,507,300
Total	$ 541,249,507	$ 569,425,677	$ 391,454,347	0.39	$ 317,759,793

General Purpose Revenue

General Purpose Revenue	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 543,062,090	$ 496,283,077	$ 497,576,343	0.26	$ 496,735,410
Taxes Other Than Current Secured	413,377,602	404,469,417	383,234,449	(5.25)	381,164,608
Licenses Permits & Franchises	5,366,234	9,231,379	10,083,693	9.23	10,136,530
Fines, Forfeitures & Penalties	19,862,835	20,553,532	19,226,933	(6.45)	19,235,027
Revenue From Use of Money & Property	21,172,081	7,385,109	7,623,775	3.23	9,123,775
Intergovernmental Revenues	11,149,897	11,323,773	35,625,970	214.61	35,876,343
Charges For Current Services	434,254	434,254	—	(100.00)	—
Miscellaneous Revenues	275,007	1,024,459	1,028,837	0.43	1,028,307
Total Revenue	$ 1,014,700,000	$ 950,705,000	$ 954,400,000	0.39	$ 953,300,000

Appendix B: Budget Summary of All Funds

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 3,679,480,328	$ 3,790,013,241	$ 3,648,251,533	(3.74)	$ 3,488,471,392
Capital Project Funds	406,155,872	99,688,982	202,152,095	102.78	82,120,645
Debt Service County Family	152,259,915	183,480,131	81,430,375	(55.62)	81,354,997
County Proprietary Enterprise Funds	30,328,295	24,392,303	22,483,038	(7.83)	19,668,594
County Proprietary Internal Service Funds	353,908,932	374,676,219	364,221,793	(2.79)	342,725,607
Air Pollution Control District	30,715,597	36,766,169	41,220,708	12.12	33,786,829
County Service Areas	13,244,101	15,775,645	15,204,502	(3.62)	14,532,089
Miscellaneous Special Districts	11,384,975	11,520,154	11,660,110	1.21	11,329,965
Permanent Road Divisions	7,562,920	8,614,712	8,278,463	(3.90)	8,278,463
Sanitation Districts	27,584,509	27,699,223	62,808,036	126.75	23,734,494
Miscellaneous Local Agencies	10,626,547	13,599,161	9,100,362	(33.08)	7,983,032
Special Revenue Funds	464,855,474	421,985,514	396,361,012	(6.07)	354,101,000
Capital Funds	—	—	—	—	—
Total	$ 5,188,107,465	$ 5,008,211,454	$ 4,863,172,027	(2.90)	$ 4,468,087,107

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 1,139,919,032	$ 1,105,588,730	$ 1,083,698,655	(1.98)	$ 1,085,009,982
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	650,000	600,000	700,000	16.67	700,000
District Attorney Asset Forfeiture State	200,000	200,000	25,000	(87.50)	—
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.00	50,000
Sheriff's Inmate Welfare	4,750,414	5,332,768	4,978,968	(6.63)	4,978,968
Probation Inmate Welfare	225,000	225,000	95,000	(57.78)	95,000
Public Safety Prop 172 Special Revenue	235,918,649	210,918,649	185,918,649	(11.85)	185,918,649
CSA 135 Regional 800 MHZ Radio System	632,954	632,954	622,955	(1.58)	622,955
CSA 135 Del Mar 800 MHZ Zone B	60,000	60,000	50,000	(16.67)	50,000
CSA 135 Poway 800 MHZ Zone F	150,000	150,000	155,502	3.67	155,502
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	45,400	18.08	45,400
Jail Stores Internal Service Fund	5,191,074	5,553,800	5,400,000	(2.77)	5,400,000
Total	$ 1,388,885,572	$ 1,330,450,350	$ 1,282,840,129	(3.58)	$ 1,284,126,456

Health and Human Services Agency

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 1,762,289,488	$ 1,825,154,788	$ 1,819,016,900	(0.34)	$ 1,820,251,327
Tobacco Securitization Special Revenue	27,500,000	27,500,000	27,500,000	0.00	27,500,000
CSA 17 San Dieguito Ambulance	2,645,076	2,719,107	2,707,875	(0.41)	2,707,875
CSA 69 Heartland Paramedic	5,218,413	5,510,985	5,496,792	(0.26)	5,496,792
Total	$ 1,797,652,977	$ 1,860,884,880	$ 1,854,721,567	(0.33)	$ 1,855,955,994

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 156,512,799	$ 184,783,134	$ 184,397,431	(0.21)	$ 140,898,675
Road Fund	108,537,980	104,290,514	131,535,462	26.12	92,967,189
Air Pollution Control District Operations	19,777,430	19,566,428	19,523,796	(0.22)	19,827,417

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
APCD Air Quality Improvement Trust	6,294,073	6,295,329	10,000,000	58.85	10,000,000
Air Quality State Moyer Program	4,644,094	3,959,412	3,959,412	0.00	3,959,412
Air Quality Power General Mitigation	—	—	1,000,000	0.00	—
Air Quality School Bus Program	—	—	600,000	0.00	—
Air Quality Propositio 1B GMERP	—	—	2,362,500	0.00	—
Air Quality GMERP Early Grant	—	620,000	—	(100.00)	—
Air Quality State Lower Emission School Bus Prgm	—	5,600,000	3,600,000	(35.71)	—
Air Quality GMERP - Match Fund	—	725,000	175,000	(75.86)	—
San Diego County Lighting Maintenance District 1	1,677,334	1,757,463	1,663,654	(5.34)	1,663,654
Inactive Waste Site Management	10,373,682	8,102,228	6,280,688	(22.48)	5,804,324
Hillsborough Landfill Maintenance	275,901	281,419	103,129	(63.35)	103,129
Duck Pond Landfill Cleanup	16,300	50,300	16,000	(68.19)	16,000
Parkland Ded Area 4 Lincoln Acres	4,450	4,450	4,600	3.37	4,600
Parkland Ded Area 15 Sweetwater	9,000	9,000	9,600	6.67	9,600
Parkland Ded Area 16 Otay	2,000	2,000	2,000	0.00	2,000
Parkland Ded Area 19 Jamul	13,000	13,000	26,200	101.54	26,200
Parkland Ded Area 20 Spring Valley	4,000	4,000	5,400	35.00	5,400
Parkland Ded Area 25 Lakeside	13,000	13,000	23,500	80.77	23,500
Parkland Ded Area 26 Crest	5,000	5,000	10,500	110.00	10,500
Parkland Ded Area 27 Alpine	10,000	10,000	17,000	70.00	17,000
Parkland Ded Area 28 Ramona	20,000	20,000	44,000	120.00	44,000
Parkland Ded Area 29 Escondido	8,000	8,000	33,000	312.50	33,000
Parkland Ded Area 30 San Marcos	4,000	4,000	8,000	100.00	8,000
Parkland Ded Area 31 San Dieguito	20,000	20,000	135,000	575.00	135,000
Parkland Ded Area 32 Carlsbad	2,500	2,500	1,000	(60.00)	1,000
Parkland Ded Area 35 Fallbrook	20,000	20,000	104,000	420.00	104,000
Parkland Ded Area 36 Bonsall	5,000	5,000	23,000	360.00	23,000

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Parkland Ded Area 37 Vista	4,000	4,000	22,000	450.00	22,000
Parkland Ded Area 38 Valley Center	20,000	20,000	21,000	5.00	21,000
Parkland Ded Area 39 Pauma Valley	12,000	12,000	14,000	16.67	14,000
Parkland Ded Area 40 Palomar Julian	6,000	6,000	14,600	143.33	14,600
Parkland Ded Area 41 Mountain Empire	5,000	5,000	7,000	40.00	7,000
Parkland Ded Area 42 Anza Borrego	5,000	5,000	5,000	0.00	5,000
Parkland Ded Area 43 Central Mountain	5,000	5,000	7,000	40.00	7,000
Parkland Ded Area 44 Oceanside	1,200	1,200	1,000	(16.67)	1,000
Parkland Ded Area 45 Valle de Oro	3,500	3,500	25,500	628.57	25,500
PRD 6 Pauma Valley	205,414	200,487	286,772	43.04	286,772
PRD 8 Magee Road Pala	295,197	352,812	136,883	(61.20)	136,883
PRD 9 Santa Fe Zone B	44,366	70,946	90,536	27.61	90,536
PRD 10 Davis Drive	27,045	33,299	31,151	(6.45)	31,151
PRD 11 Bernardo Road Zone A	35,706	44,489	36,461	(18.04)	36,461
PRD 11 Bernardo Road Zone C	26,060	23,683	29,333	23.86	29,333
PRD 11 Bernardo Road Zone D	24,391	25,221	28,256	12.03	28,256
PRD 12 Lomair	200,435	215,716	240,257	11.38	240,257
PRD 13 Pala Mesa Zone A	212,283	256,989	309,658	20.49	309,658
PRD 13 Stewart Canyon Zone B	52,055	60,336	43,428	(28.02)	43,428
PRD 14 Rancho Diego	2,740	2,740	776	(71.68)	776
PRD 16 Wynola	62,933	87,843	113,371	29.06	113,371
PRD 18 Harrison Park	209,639	249,282	281,121	12.77	281,121
PRD 20 Daily Road	645,742	673,661	395,040	(41.36)	395,040
PRD 21 Pauma Heights	294,020	383,652	431,327	12.43	431,327
PRD 22 West Dougherty St	17,100	18,154	19,039	4.87	19,039
PRD 23 Rock Terrace Road	9,068	7,331	11,250	53.46	11,250
PRD 24 Mt Whitney Road	34,362	42,561	51,827	21.77	51,827
CSA 26 Rancho San Diego	235,000	295,000	243,352	(17.51)	243,352
CSA 26 Cottonwood Village Zone A	207,724	194,068	129,661	(33.19)	129,661
CSA 26 Monte Vista Zone B	408,595	371,788	348,214	(6.34)	348,214
SD Landscape Maintenance Zone 1	136,000	168,000	159,918	(4.81)	159,918
Landscape Maintenance Dist Zone 2 - Julian	100,000	99,000	100,597	1.61	100,597
PRD 30 Royal Oaks Carroll	41,398	38,991	43,015	10.32	43,015
PRD 38 Gay Rio Terrace	58,684	68,689	78,865	14.81	78,865

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
PRD 39 Sunbeam Lane	11,815	11,066	14,055	27.01	14,055
PRD 45 Rincon Springs Rd	48,111	42,858	50,521	17.88	50,521
PRD 46 Rocoso Road	40,039	46,174	51,975	12.56	51,975
PRD 49 Sunset Knolls Road	31,962	45,138	44,142	(2.21)	44,142
PRD 50 Knoll Park Lane	103,529	114,070	124,697	9.32	124,697
PRD 53 Knoll Park Lane Extension	185,291	211,885	238,049	12.35	238,049
PRD 54 Mount Helix	103,662	124,019	142,832	15.17	142,832
PRD 55 Rainbow Crest Rd	200,331	256,469	180,136	(29.76)	180,136
PRD 60 River Drive	70,415	85,791	108,963	27.01	108,963
PRD 61 Green Meadow Way	154,417	169,679	186,910	10.16	186,910
PRD 63 Hillview Road	486,670	531,901	260,694	(50.99)	260,694
PRD 64 Lila Lane	14,189	13,776	2,680	(80.55)	2,680
PRD 70 El Camino Corto	37,838	44,608	53,351	19.60	53,351
PRD 75 Gay Rio Dr Zone A	189,786	217,365	151,064	(30.50)	151,064
PRD 75 Gay Rio Dr Zone B	297,400	330,805	360,702	9.04	360,702
PRD 76 Kingsford Court	24,980	25,721	28,238	9.79	28,238
PRD 77 Montiel Truck Trail	171,699	196,761	219,463	11.54	219,463
PRD 78 Gardena Way	56,694	34,870	41,023	17.65	41,023
PRD 80 Harris Truck Trail	204,426	226,921	257,354	13.41	257,354
CSA 81 Fallbrook Local Park	241,000	803,148	684,969	(14.71)	684,969
CSA 83 San Dieguito Local Park	600,000	1,651,786	753,313	(54.39)	724,128
CSA 83A Zone A4S Ranch Park 95155	350,000	593,890	661,075	11.31	661,075
PRD 88 East Fifth St	58,317	63,014	66,711	5.87	66,711
PRD 90 South Cordoba	42,037	42,311	48,476	14.57	48,476
PRD 94 Roble Grande Road	419,944	421,612	463,157	9.85	463,157
PRD 95 Valle Del Sol	191,401	296,972	241,963	(18.52)	241,963
PRD 99 Via Allondra Via Del Corvo	37,512	45,261	47,225	4.34	47,225
PRD 100 Viejas Lane View	22,716	26,492	28,285	6.77	28,285
PRD 101 Johnson Lake Rd	106,041	133,977	141,175	5.37	141,175
PRD 101 Hi Ridge Rd Zone A	34,203	37,013	32,376	(12.53)	32,376
PRD 102 Mountain Meadow	223,258	269,857	199,827	(25.95)	199,827
PRD 103 Alto Drive	207,348	236,500	252,824	6.90	252,824
PRD 104 Artesian Rd	103,563	78,753	92,389	17.31	92,389
PRD 105 Alta Loma Dr	51,676	58,156	60,746	4.45	60,746
PRD 105 Alta Loma Dr Zone A	64,318	74,148	79,452	7.15	79,452
PRD 106 Garrison Way Et Al	55,103	80,439	88,354	9.84	88,354
CSA 107 Elfin Forest Fire District	333,154	369,016	549,469	48.90	401,469
CSA 107 Elfin Forest Fire Mitigation Fee	4,407	4,407	9,360	112.39	9,360
CSA 109 Mt Laguna Fire Medical	63,147	72,647	76,357	5.11	72,647

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
CSA 109 Mt Laguna Fire Mitigation Fee	—	—	3,710	5.11	—
CSA 110 Mount Palomar Fire Medical	106,223	113,965	133,729	17.34	113,965
CSA 110 Mt Palomar Fire Mitigation Fee	—	—	1,935	17.34	—
CSA 111 Boulevard Fire District	91,291	84,891	227,785	168.33	84,891
CSA 111 Boulevard Fire Mitigation Fee	—	—	1,970	168.33	—
CSA 112 Campo Fire District	68,064	76,064	341,064	348.39	76,064
CSA 113 San Pasqual Fire District	119,397	107,889	150,710	39.69	107,889
CSA 113 San Pasqual Fire Mitigation Fee	18,000	—	14,116	39.69	—
CSA 115 Pepper Drive Fire District	364,269	364,269	364,269	0.00	364,269
PRD 117 Legend Rock	29,185	25,077	16,912	(32.56)	16,912
CSA 122 Otay Mesa East	37,774	37,514	37,514	0.00	37,514
PRD 123 Mizpah Lane	38,515	47,440	54,472	14.82	54,472
PRD 125 Wrightwood Road	35,893	74,716	67,677	(9.42)	67,677
PRD 126 Sandhurst Way	29,831	33,059	34,523	4.43	34,523
PRD 127 Singing Trails Drive	41,816	46,332	48,248	4.14	48,248
CSA 128 San Miguel Park Dist	902,000	1,143,644	1,084,127	(5.20)	1,084,127
PRD 130 Wilkes Road	128,567	167,824	130,883	(22.01)	130,883
PRD 133 Ranch Creek Road	63,725	72,289	77,094	6.65	77,094
PRD 134 Kenora Lane	45,659	42,078	51,609	22.65	51,609
CSA 136 Sundance Detention Basin	113,164	113,164	48,764	(56.91)	49,456
San Diego County Flood Control District	7,162,825	7,154,061	6,936,761	(3.04)	6,911,761
Blackwolf Stormwater Maint ZN 349781	7,628	7,628	9,181	20.36	9,456
Lake Rancho Viejo Stormwater Maint ZN 442493	—	—	153,100	20.36	75,294
PRD 1002 Sunny Acres	12,372	21,481	15,821	(26.35)	15,821
PRD 1003 Alamo Way	5,422	10,631	13,087	23.10	13,087
PRD 1004 Butterfly Lane	19,316	12,192	3	(99.98)	3
PRD 1005 Eden Valley Lane	41,239	49,484	55,263	11.68	55,263
PRD 1007 Tumble Creek	200	200	200	0.00	200
PRD 1008 Canter	24,824	25,625	25,711	0.34	25,711
PRD 1009 Golf Drive	2,200	2,200	2,200	0.00	2,200
PRD 1010 Alpine High	130,950	177,840	222,522	25.12	222,522
PRD 1011 La Cuesta	20,620	28,733	36,585	27.33	36,585
PRD 1012 Millar Road	33,600	24,322	32,558	33.86	32,558
PRD 1013 Singing Trails	90,184	78,996	78,850	(0.18)	78,850

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
PRD 1014 Lavender Point Lane	69,596	101,460	98,342	(3.07)	98,342
PRD 1015 Landavo Drive	108,685	57,490	102,806	78.82	102,806
PRD 1016 El Sereno Way	41,192	63,979	94,922	48.36	94,922
Survey Monument Preservation Fund	90,000	300,000	300,000	0.00	300,000
Special Aviation	124,758	110,404	50,000	(54.71)	50,000
Special Aviation Debt Service	343,919	345,000	343,597	(0.41)	342,389
County Fish and Game Propogation	37,000	37,000	37,000	0.00	37,000
Airport Enterprise Fund	21,710,420	17,843,434	15,765,964	(11.64)	12,834,583
Airport Non AMT - Public 2005	1,400,267	—	—	(11.64)	—
Airport AMT - Private 2005	537,609	—	—	(11.64)	—
Liquid Waste Enterprise Fund	6,679,999	6,548,869	6,717,074	2.57	6,834,011
Wintergardens Sewer Maintenance District	1,464,672	1,456,590	1,910,414	31.16	1,682,800
East Otay Mesa Sewer Maint Dist	34,176	125,755	87,000	(30.82)	87,000
CWSMD-Zone B (Campo Hills Water)	454,420	400,913	293,500	(26.79)	293,500
Campo Water Sewer Maint District - Sewer	249,667	263,344	253,000	(3.93)	253,000
Campo WSMD-Zone A (Rancho Del Campo Water)	334,253	354,400	353,500	(0.25)	353,500
Alpine Sanitation Maintenance and Operations	3,546,278	2,304,096	2,194,934	(4.74)	2,203,322
Julian Sanitation Maintenance and Operation	264,561	258,609	297,714	15.12	297,714
Lakeside Sanitation Maintenance and Operation	7,187,824	6,061,503	21,921,806	261.66	4,944,807
Pine Valley Sanitation Maintenance & Operation	83,015	80,893	79,944	(1.17)	79,944
DPW Equipment Internal Service Fund	4,450,735	5,743,354	5,170,904	(9.97)	4,904,821
DPW ISF Equipment Acquisition Road Fund	5,922,233	6,396,233	4,076,481	(36.27)	3,870,481
DPW ISF Equipment Acquisition Inactive Waste	91,452	66,452	120,801	81.79	45,051
DPW ISF Equipment Acqusition Airport Enterprise	211,280	142,780	279,316	95.63	161,266
DPW ISF Equipment Acquisition Liquid Waste	534,850	710,850	877,046	23.38	272,046
Spring Valley Sanitation Maintenance & Operation	16,502,831	18,994,122	38,313,638	101.71	16,208,707
Total	$ 399,800,044	$ 427,218,029	$ 486,728,088	13.93	$ 352,588,181

Community Services Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 59,371,823	$ 58,203,437	$ 66,578,723	14.39	$ 73,480,893
Housing & Community Development Special Rev Fund	25,751,686	21,027,046	—	(100.00)	—
County Library	45,613,633	41,313,536	36,763,619	(11.01)	33,574,452
05 Redev Gill Field - Special Revenue DS	2,316,422	2,389,467	2,776,522	16.20	2,812,874
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,207,214	1,143,439	1,163,451	1.75	1,152,089
Co Redev Agy 05 Gillespie Redev - Interest	872,214	798,439	783,451	(1.88)	767,089
Co Redev Agy 05 Gillespie Redev - Principal	335,000	345,000	370,000	7.25	375,000
Co Redev Agy 05 Gillespie Redev DS Reserve	60,000	40,000	10,000	(75.00)	10,000
Co Redev Agy Gillespie Field Cap Admin Fund	200,260	200,500	142,426	(28.96)	142,426
Co Redev Agy Upper SD River Capital	4,744,000	5,364,750	2,915,750	(45.65)	1,777,750
Co Redev Agy Gillespie Housing Capital	505,587	2,413,342	557,162	(76.91)	564,204
Co Redev Agy Upper SD River Housg Cap	338,350	880,974	355,350	(59.66)	355,350
Purchasing Internal Service Fund	8,514,249	14,511,646	9,537,948	(34.27)	9,132,510
Fleet Services Internal Service Fund	6,658,666	6,565,286	6,846,649	4.29	6,941,957
Fleet ISF Equipment Acquisition General	19,350,117	21,915,623	19,340,004	(11.75)	20,230,840
Fleet ISF Materials Supply Inventory	14,187,575	17,339,427	16,073,948	(7.30)	16,087,696
Fleet ISF Accident Repair	171,612	171,612	307,967	79.46	307,967
Fleet ISF Accidents Sheriff	231,955	231,955	394,385	70.03	394,385
Facilities Management Internal Service Fund	79,904,625	84,074,824	85,817,366	2.07	86,536,413
Major Maintenance Internal Service Fund	33,399,056	34,396,820	34,204,054	(0.56)	34,204,054
Total	$ 303,734,044	$ 313,327,123	$ 284,938,775	(9.06)	$ 288,847,949

Finance and General Government Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 221,353,217	$ 279,310,571	$ 232,674,661	(16.70)	$ 180,564,528
CATV Cable TV Media Public Relations	3,094,902	—	—	(16.70)	—
Information Technology Internal Service Fund	126,181,330	127,905,842	127,662,365	(0.19)	106,123,561
Total	$ 350,629,449	$ 407,216,413	$ 360,337,026	(11.51)	$ 286,688,089

Capital Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Capital Outlay Fund	$ 392,816,372	$ 14,720,000	$ 135,460,000	820.24	$ 2,500,000
County Health Complex Capital Outlay Fund	7,000,000	—	—	820.24	—
Justice Facility Construction Capital Outlay Fnd	—	75,000,000	57,000,000	(24.00)	70,000,000
Library Projects Capital Outlay Fund	3,200,000	—	—	(24.00)	—
Edgemoor Development Fund	3,139,500	9,968,982	9,692,095	(2.78)	9,620,645
Total	$ 406,155,872	$ 99,688,982	$ 202,152,095	102.78	$ 82,120,645

Finance Other

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
General Fund	$ 340,033,969	$ 336,972,581	$ 261,885,163	(22.28)	$ 188,265,987
Pension Obligation Bonds	152,259,915	183,480,131	81,430,375	(55.62)	81,354,997
Employee Benefits Internal Service Fund	35,908,123	33,549,715	33,637,559	0.26	33,637,559
Public Liabilty Internal Service Fund	13,000,000	15,400,000	14,475,000	(6.01)	14,475,000
Majestic Pines County Service District Debt	47,500	23,250	26,250	12.90	26,250
Total	$ 541,249,507	$ 569,425,677	$ 391,454,347	(31.25)	$ 317,759,793

Appendix C: General Fund Budget Summary

Expenditures by Group/Agency

Public Safety Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Public Safety Group	$ 13,956,840	$ 8,071,798	$ 5,931,280	(26.52)	$ 5,931,280
District Attorney	149,425,185	146,725,766	146,716,213	(0.01)	149,295,714
Sheriff	567,352,113	555,934,742	544,994,848	(1.97)	546,631,634
Child Support Services	50,784,583	51,573,524	50,312,168	(2.45)	51,084,366
Citizens' Law Enforcement Review Board	579,027	499,027	539,392	8.09	547,392
Office of Emergency Services	10,759,122	7,202,525	8,418,824	16.89	3,504,674
Medical Examiner	8,420,637	8,330,793	8,527,316	2.36	8,677,316
Probation	182,801,525	175,962,586	169,095,734	(3.90)	169,924,726
Public Defender	73,836,279	78,890,660	77,325,002	(1.98)	77,575,002
Contribution for Trial Courts	72,835,301	71,985,970	71,837,878	(0.21)	71,837,878
Defense Attorney / Contract Administration	9,168,420	411,339	—	(100.00)	—
Total	$ 1,139,919,032	$ 1,105,588,730	$ 1,083,698,655	(1.98)	$ 1,085,009,982

Health and Human Services Agency

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Regional Operations	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333
Strategic Planning & Operational Support	149,427,300	146,812,596	161,411,948	9.94	161,664,861
Aging and Independence Services	304,027,413	333,889,728	335,194,757	0.39	354,521,662
Behavioral Health Services	400,600,805	419,717,521	405,914,153	(3.29)	401,428,787
Administrative Support	98,606,549	90,789,360	93,525,329	3.01	77,044,801
Child Welfare Services	264,356,319	265,041,881	263,321,003	(0.65)	264,012,969
Public Health Services	75,130,279	89,407,648	93,988,428	5.12	93,869,186
Public Administrator / Public Guardian	4,402,137	4,430,992	4,472,416	0.93	4,500,728
Total	$ 1,762,289,488	$ 1,825,154,788	$ 1,819,016,900	(0.34)	$ 1,820,251,327

Land Use and Environment Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Land Use and Environment Executive Group	$ 5,923,861	$ 9,459,993	$ 4,749,312	(49.80)	$ 4,179,312
San Diego Geographic Information Source (SanGIS)	1,071,904	1,140,265	—	(100.00)	—
Agriculture, Weights and Measures	18,630,101	17,070,920	19,176,512	12.33	18,400,712
Environmental Health	38,265,174	41,094,195	48,504,300	18.03	43,245,244
Farm and Home Advisor	921,853	884,262	953,058	7.78	868,058
Parks and Recreation	29,396,247	27,993,024	30,858,200	10.24	26,838,203
Planning and Land Use	47,410,254	61,396,981	57,748,261	(5.94)	39,345,687
Public Works	14,893,405	25,743,494	22,407,788	(12.96)	8,021,459
Total	$ 156,512,799	$ 184,783,134	$ 184,397,431	(0.21)	$ 140,898,675

Community Services Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Group Executive Office	$ 8,688,811	$ 6,346,704	$ 6,613,315	4.20	$ 6,063,315
Animal Services	14,233,601	14,458,148	14,475,920	0.12	14,558,711
General Services	1,364,000	1,402,000	1,415,000	0.93	1,465,000
Housing & Community Development	10,117,767	10,643,979	22,403,457	110.48	22,258,048
Purchasing and Contracting	735,000	6,664,000	1,625,000	(75.62)	1,645,000
Registrar of Voters	24,232,644	18,688,606	20,046,031	7.26	27,490,819
Total	$ 59,371,823	$ 58,203,437	$ 66,578,723	14.39	$ 73,480,893

Finance and General Government Group

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Finance & Genl Govt Exec Office	$ 29,089,616	$ 98,371,444	$ 49,136,220	(50.05)	$ 5,477,400
Board of Supervisors	7,827,003	7,671,647	7,628,046	(0.57)	7,630,818
Assessor / Recorder / County Clerk	58,762,157	52,195,380	50,638,198	(2.98)	50,411,586
Treasurer - Tax Collector	17,765,381	17,124,158	19,148,452	11.82	18,031,194
Chief Administrative Office	4,843,316	4,614,209	4,379,445	(5.09)	4,409,258
Auditor and Controller	37,522,608	34,063,269	33,839,785	(0.66)	34,359,080
County Technology Office	8,950,138	7,637,777	12,248,422	60.37	6,248,187
Civil Service Commission	648,340	621,605	558,294	(10.19)	566,258
Clerk of the Board of Supervisors	9,078,806	8,199,379	6,380,645	(22.18)	6,166,053
County Counsel	23,271,577	22,318,667	22,554,021	1.05	22,171,916
Grand Jury	737,162	678,122	580,076	(14.46)	581,666
Human Resources	22,857,113	22,384,701	22,703,286	1.42	21,889,423
Media and Public Relations	—	3,430,213	2,879,771	(16.05)	2,621,689
Total	$ 221,353,217	$ 279,310,571	$ 232,674,661	(16.70)	$ 180,564,528

Finance Other

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Cash Borrowing Program	$ 12,700,000	$ 7,700,000	$ 7,700,000	0.00	$ 7,700,000
Community Enhancement	3,350,000	3,500,000	2,500,000	(28.57)	2,600,000
Neighborhood Reinvestment Program	10,000,000	10,000,000	5,000,000	(50.00)	10,000,000
Contribution to County Library	5,500,000	2,250,000	350,000	(84.44)	—
Contingency Reserve General Fund	20,294,000	20,000,000	20,000,000	0.00	20,000,000
Contributions to Capital Outlay Funds	202,963,304	126,624,151	177,711,094	40.35	111,717,050
Countywide General Expense	84,883,084	166,555,550	48,282,008	(71.01)	35,896,614
Local Agency Formation Commission Administration	343,581	342,880	342,061	(0.24)	352,323
Total	$ 340,033,969	$ 336,972,581	$ 261,885,163	(22.28)	$ 188,265,987

Total - All Groups and the Agency

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Total	$ 3,679,480,328	$ 3,790,013,241	$ 3,648,251,533	(3.74)	$ 3,488,471,392

Financing Sources

Financing Sources By Category

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	$ 543,062,090	$ 496,283,077	$ 497,576,343	0.26	$ 496,735,410
Taxes Other Than Current Secured	413,464,252	404,514,417	383,264,449	(5.25)	381,164,608
Licenses Permits & Franchises	37,216,274	38,863,010	40,188,852	3.41	41,596,563
Fines, Forfeitures & Penalties	52,082,635	55,954,291	54,667,910	(2.30)	52,170,678
Revenue From Use of Money & Property	31,297,942	17,398,770	16,968,619	(2.47)	18,440,924
Intergovernmental Revenues	1,803,781,445	1,893,795,927	1,889,016,003	(0.25)	1,860,620,534
Charges For Current Services	280,100,074	266,685,796	290,092,542	8.78	290,125,929
Miscellaneous Revenues	37,732,745	23,884,259	25,574,990	7.08	24,437,041
Other Financing Sources	265,833,588	248,908,029	224,796,464	(9.69)	224,416,001
Total Revenues	$ 3,464,571,045	$ 3,446,287,576	$ 3,422,146,172	(0.70)	$ 3,389,707,688
Reserve/Designation Decreases	200,896	7,175,561	4,608,369	(35.78)	34,128,984
Use of Fund Balance	214,708,387	336,550,104	221,496,992	(34.19)	64,634,720
Total Financing Sources	$ 3,679,480,328	$ 3,790,013,241	$ 3,648,251,533	(3.74)	$ 3,488,471,392

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 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% of Change	Fiscal Year 2011-12 Proposed Budget
Regional Administration	50.00	33.00	27.00	(18.18)	27.00
Public Health Services	171.00	165.00	167.00	1.21	167.00
Family Resource Centers/ Assistance Payments	1,390.00	1,384.00	1,437.00	3.83	1,437.00
Child Welfare Services	670.50	641.00	618.00	(3.59)	618.00
Welfare to Work/Employment Administration	101.00	101.00	—	(100.00)	—
California Children Services (North Central Region)	154.75	—	—	—	—
Child Care (East Region)	102.00	99.00	—	(100.00)	—
Community Action Partnership (Central Region)	13.00	15.00	13.00	(13.33)	13.00
Office of Violence Prevention (South Region)	4.00	—	—	—	—
Total	2,656.25	2,438.00	2,262.00	(7.22)	2,262.00

Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% of Change	Fiscal Year 2011-12 Proposed Budget
Regional Administration	$ 6,698,994	$ 5,011,694	$ 4,484,904	(10.51)	$ 4,549,698
Public Health Services	19,378,858	18,794,838	19,475,953	3.62	19,799,513
Family Resource Centers/ Assistance Payments	281,375,649	307,314,105	366,258,936	19.18	369,163,624
Child Welfare Services	64,375,766	62,628,172	62,364,525	(0.42)	63,860,485
Welfare to Work/Employment Administration	15,757,771	15,832,075	—	(100.00)	—
California Children Services (North Central Region)	20,304,415	—	—	—	—
Child Care (East Region)	47,193,085	51,626,477	—	(100.00)	—
Community Action Partnership (Central Region)	8,465,887	13,857,701	8,604,548	(37.91)	5,835,013
Office of Violence Prevention (South Region)	2,188,261	—	—	—	—
Total	$ 465,738,686	$ 475,065,062	$ 461,188,866	(2.92)	$ 463,208,333

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

SDRBA: San Diego Regional Building Authority

SPOS: Strategic Planning & Operational Support

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

USDRIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting and Analysis Support System (BRASS).

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: The actuarial accrued liability, as assessed by an actuary, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

Adopted Budget: The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage

profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assistant Chief Administrative Officer (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer in a chief operating officer capacity to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code Section 29000, et al.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the

interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year includes proposed expenditures for a given period and the proposed means of financing them. The annual budget is contained within the Operational Plan.

Business Process Reengineering (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: The long-lived tangible assets that have a monetary value. Capital assets include buildings, equipment, improvements other than buildings, infrastructure and land.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Chained Dollars: A method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years. Chained dollars generally reflect dollar figures computed with 2000 as the base year.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to

governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

Chief Administrative Officer of the County (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of over 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

County Administration Center (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): The General Manager for each of the County's five business Groups - Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and Human Services Agency. The DCAOs report to the

Assistant Chief Administrative Officer (ACAO) and the Chief Administrative Officer (CAO).

Do It Better By Suggestion (DIBBS): A program administered through the Department of Human Resources that recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical and life insurance plans.

Encumbrance: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/**Enterprise Systems** (ES): New applications to replace, enhance and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County pool or specific investments.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

Fund Balance 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 County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

General Manager: See Deputy Chief Administrative Officer.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Reserve: A reserve established to address unforeseen catastrophic situations. The general reserve can only be established or adjusted during the annual budget adoption process and is not available 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 is also commonly referred to as net county cost.

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

Governmental Fund: The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

Grant: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

Group/Agency: The Group/Agency, which is headed by a General Manager, represents the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenues: Revenues received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenues include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other entity.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost effective method of delivering services.

Mandate: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

Mission: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "to efficiently provide public services that build strong and sustainable communities."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting 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.

Objective: A statement of anticipated accomplishment, usually measurable and time bound.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to 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): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the

issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenues: The revenues generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Proposed Operational Plan.

Proprietary Funds: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

Reserve: a portion of fund balance that is not appropriate for expenditure or that is legally or contractually restricted for a specific future.

Reserve/Designation Increases or Decreases: An expenditure or revenue account group that indicates 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: Revenue accounts that include investment income, rents and concessions and royalties.

Salaries and Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

Securitization: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an up-front payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue up-front and reducing the risk of not collecting all of the payments.

Services and Supplies: A group of expenditure accounts that includes non-personnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

Strategic: Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, the broad organization-wide goals that guide the allocation of resources and set programs. The County has three strategic initiatives: Kids (Improve opportunities for children and families), The Environment (Manage the region's natural resources to protect quality of life and support economic development), and Safe and Livable Communities (Promote safe and livable communities).

Tax and Revenue Anticipation Notes (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unfunded Actuarial Accrued Liability (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

Unreserved/Undesignated Fund Balance: The portion of fund balance that is available for financing the budget requirements for a current or future fiscal period.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A county that is safe, healthy and thriving."