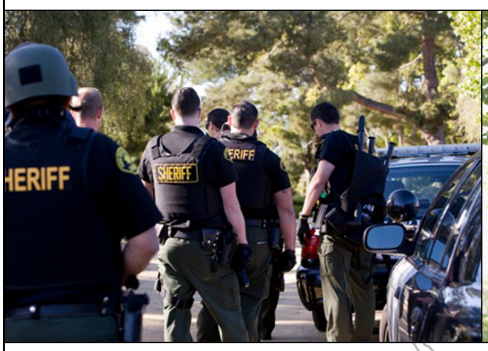
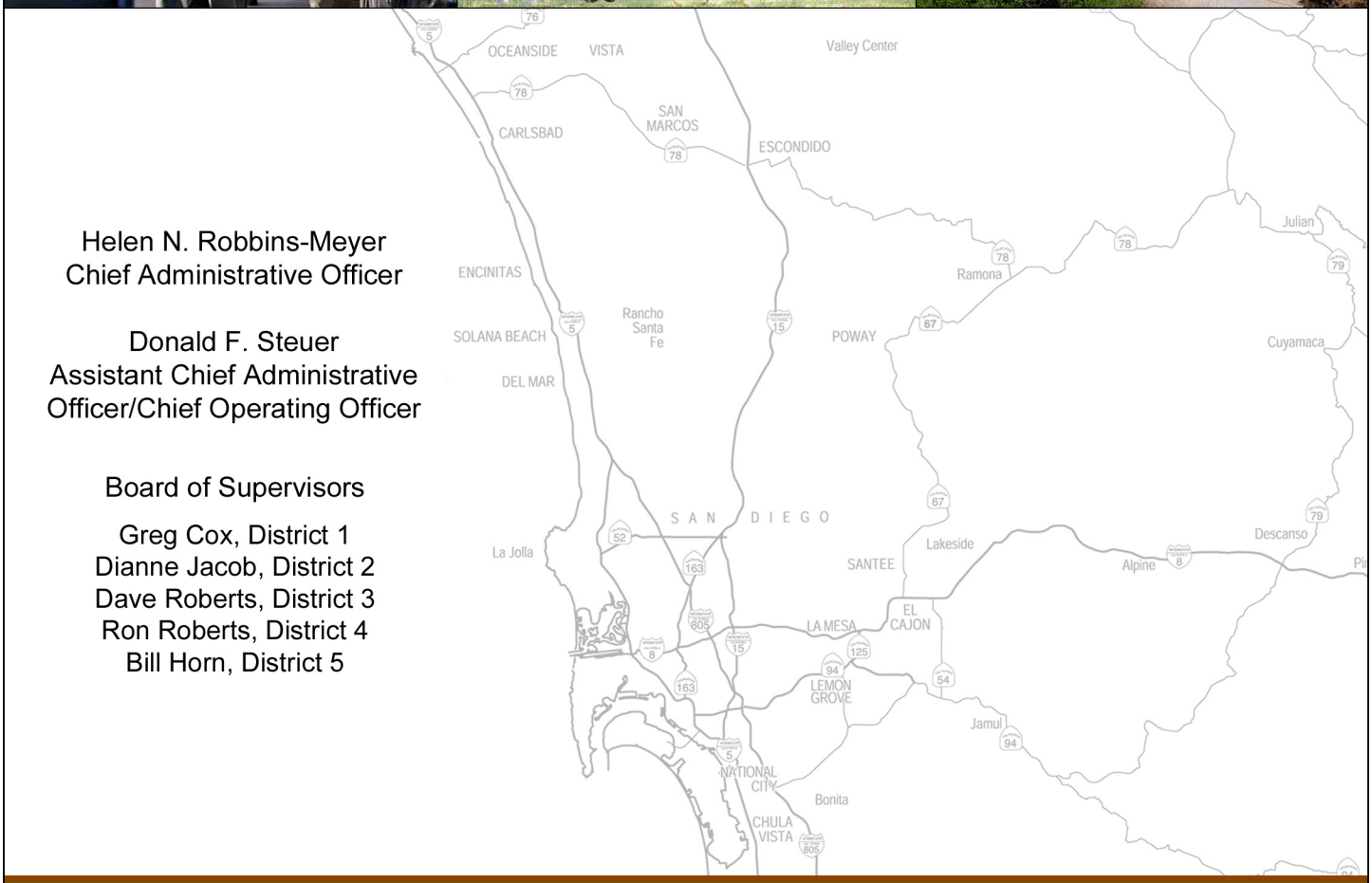
COUNTY OF SAN DIEGO

Fiscal Years 2013-2014 & 2014-2015

CAO Recommended Operational Plan





Helen N. Robbins-Meyer
Chief Administrative Officer

Donald F. Steuer
Assistant Chief Administrative Officer/Chief Operating Officer

Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Dave Roberts, 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, 2012

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, 2012**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Published May 2013
Office of Financial Planning
Ebony Shelton, Director

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COUNTY OF
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Board of Supervisors

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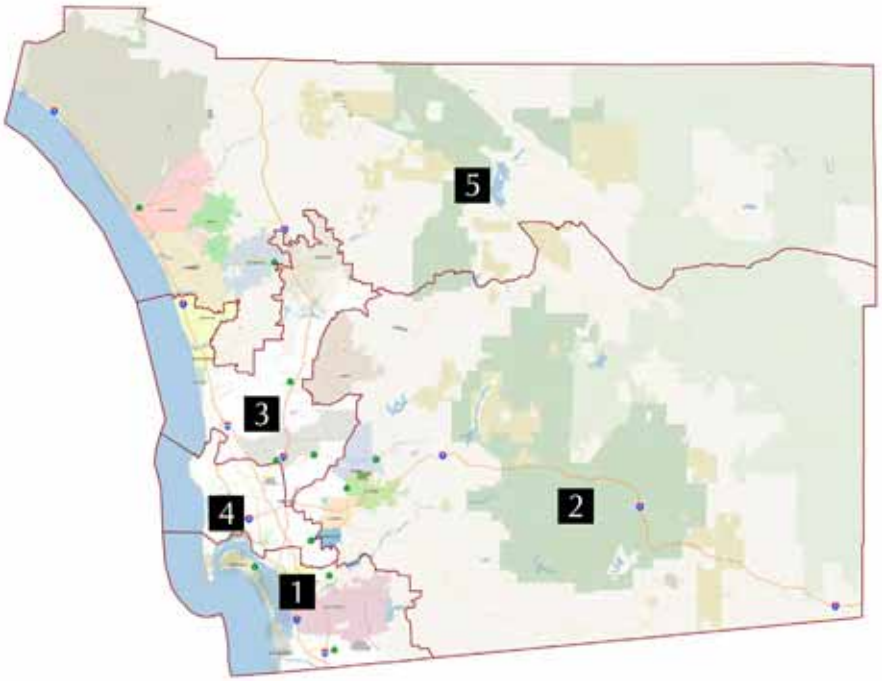
Supervisor
District One

Dianne Jacob
Supervisor
District Two

Dave Roberts
Supervisor
District Three

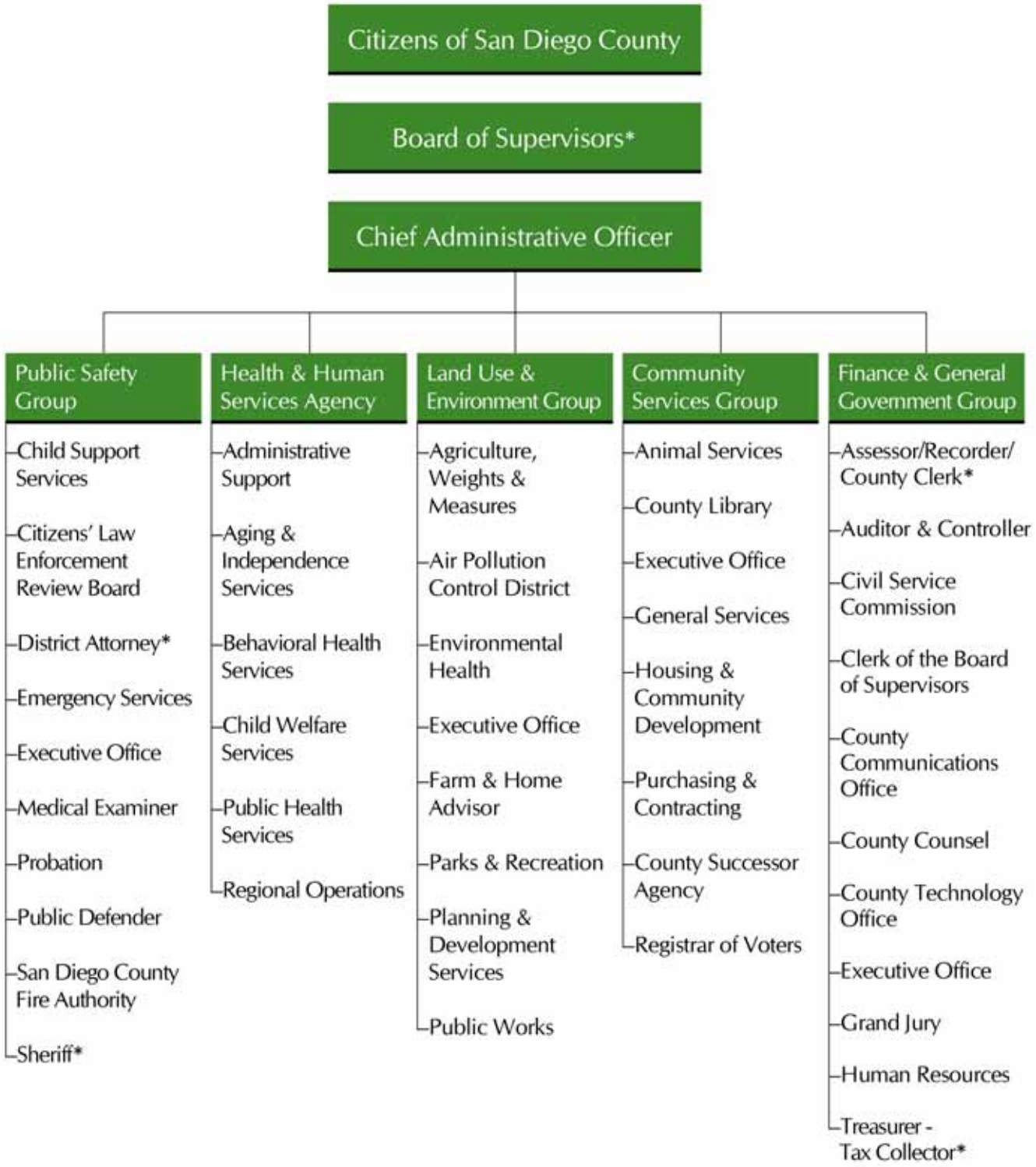
Ron Roberts
Supervisor
District Four

Bill Horn
Supervisor
District Five



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

Organizational Chart



*Elected Official(s)

Rev. 2/2013

Message from the Chief Administrative Officer

One year ago this was a very different County of San Diego. As we look ahead, I am reminded of the saying that, “the more things change, the more they remain the same.”

The past fiscal year has brought the County an evolution in leadership, unprecedented new responsibilities as the State of California continues to reshape the way counties deliver essential services, and an economy no longer in free fall - even the landscape of the historic 1930s-era County Administration Center is getting an overhaul. That we operate in an environment of constant change has never been more apparent.

As we stand poised to begin a new fiscal year, the County of San Diego remains confident in our ability to overcome the challenges ahead, thanks to the sound leadership of the Board of Supervisors and a steadfast commitment to the proven success of the General Management System as our guide to running an efficient, effective, award-winning government. With the County's Strategic Plan charting the course, we also rely upon the vision for community health, safety and well-being laid out in the strategies of *Live Well, San Diego!*

Accordingly, the CAO Recommended Operational Plan for Fiscal Years 2013-15 reflects modest growth, primarily from the addition of staff to address new responsibilities of counties in the areas of public safety and health, as well as increasing retirement costs. The recommended operational plan totals $4.97 billion, an increase of 2.5% over the prior fiscal year, and includes 16,601 staff years, representing 3.7% growth in the County workforce.

Yet it is not the size of the County's budget that matters, but rather how we plan to use these public dollars to serve and improve the region which we call home, and to position the County for continued excellence in the decades to come.

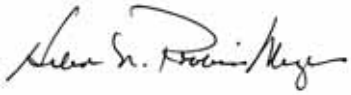
This Operational Plan includes the County's response to new challenges. We continue to advance a coordinated strategy to keep communities safe in the new paradigm of County responsibility for criminal offenders with the implementation of Assembly Bill 109, *Public Safety Realignment (2011).* The County has been a Statewide model of collaboration and leadership in this area. Also, as the nation looks toward the implementation of healthcare reform through the federal *Patient Protection and Affordable Care Act*, the County is increasing capacity to manage the transition of low-income children from the State's Healthy Families to Medi-Cal health insurance plans.

We also look forward to new opportunities. The County continues to earn grant funding for innovative programs to improve service to the public, such as the Community Based Care Transitions Program which seeks to reduce costs while improving outcomes for patients with chronic health conditions. And, we'll ensure excellence in facilities to serve future generations by maintaining commitment to the County's capital program through improvements to trails, parks and libraries across the County and opening critical new facilities including the expanded Women's Detention Facility and the East Mesa Detention Re-Entry and Rehabilitation Facility.

This Operational Plan also maintains the County's commitment to excellence and efficiency in carrying out our continued responsibilities to taxpayers. First and foremost we will maintain the fiscal discipline and prudent use of resources that have earned the County strong credit ratings year after year. We will maintain our commitment to the highest standards of service, continually improving our business for responsiveness to customer needs such as the reorganization of the County's land use process and creation of the new Department of Planning and Development Services, as envisioned by the Board of Supervisors. And we'll continue supporting growth in the skills of employees and progress on the journey toward wellness, never losing focus on our organizational culture of integrity and ethical conduct.

It is the County's hallmark of stability and fiscal discipline, combined with our increasing ability to adapt, improve and innovate that are reflected in the goals we've set for the coming year. Looking further out, the Fiscal Year 2013-14 budget also prepares the County to address continually growing retirement costs while maintaining the ability to face the challenges that lie ahead.

For the County, as in life, change is inevitable. What will never waver is the County of San Diego's commitment to excellence in all that we do for the good of the people we serve. I invite you to read more about the County's plans for continued excellence and innovation in the upcoming fiscal year included throughout this document.

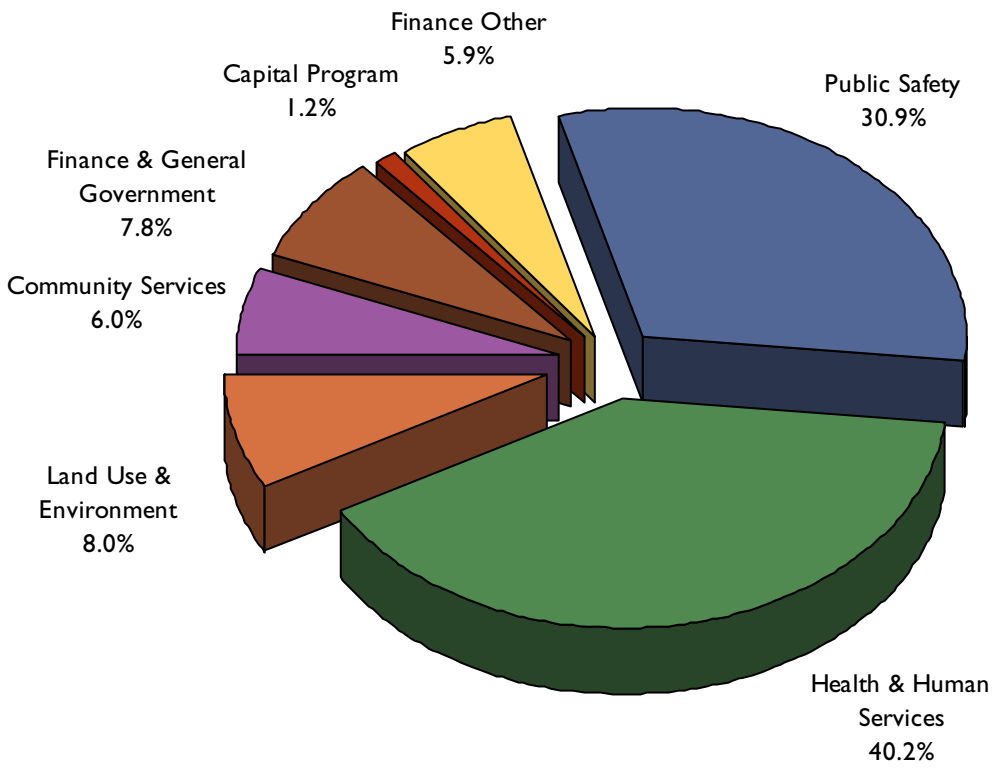


Helen N. Robbins-Meyer, Chief Administrative Officer

2013-14 Recommended Budget at a Glance

Recommended Budget by Functional Area — All Funds

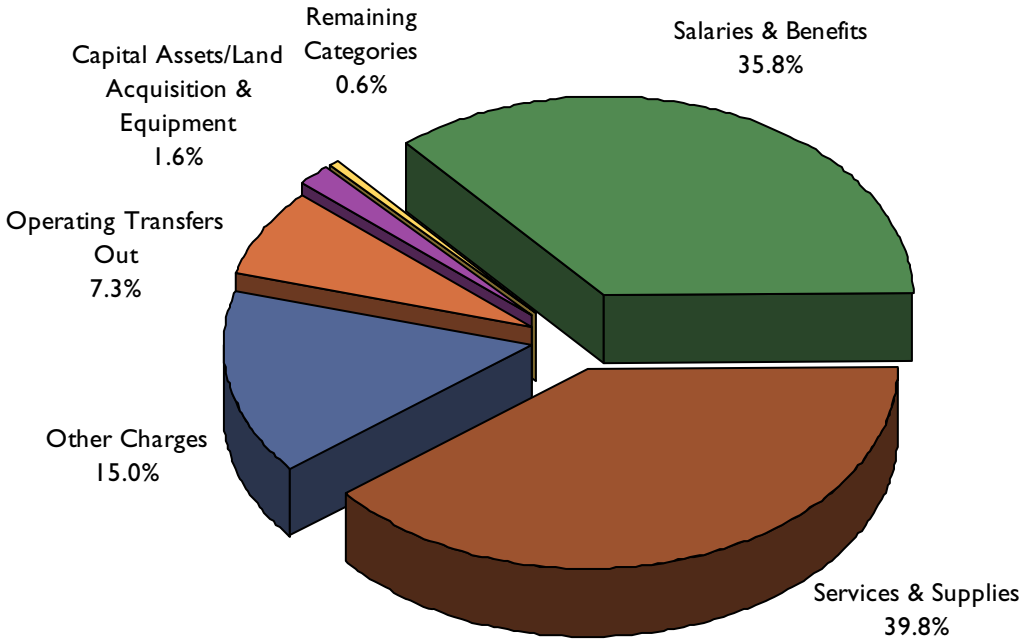
Total Budget: $4.97 billion



Budget by Functional Area - All Funds		Budget in Millions	Percentage of Total Budget
Public Safety	$	1,533.8	30.9%
Health & Human Services		1,997.4	40.2%
Land Use & Environment		399.1	8.0%
Community Services		300.4	6.0%
Finance & General Government		386.8	7.8%
Capital Program		57.8	1.2%
Finance Other		291.9	5.9%
Total	$	4,967.2	100.0%

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

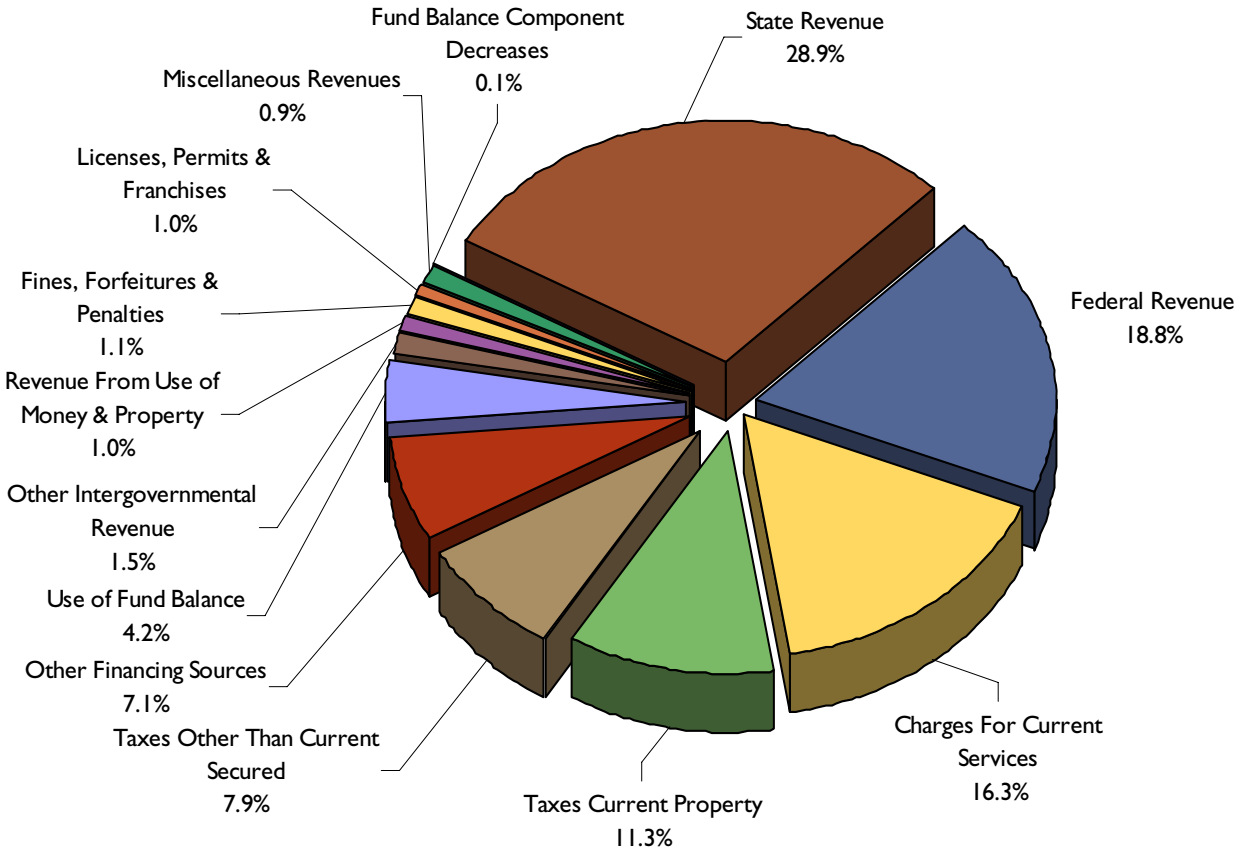
Recommended Budget by Category of Expenditure — All Funds



Budget by Category of Expenditure - All Funds		
	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	$ 1,776.0	35.8%
Services & Supplies	1,975.7	39.8%
Other Charges	744.2	15.0%
Operating Transfers Out	361.6	7.3%
Capital Assets / Land Acquisition	58.4	1.2%
Capital Assets Equipment	21.0	0.4%
Remaining Categories:		
Fund Balance Component Increases	0.6	0.0%
Management Reserves	36.8	0.7%
Contingency Reserves	23.1	0.5%
Expenditure Transfer & Reimbursements	(30.2)	(0.6%)
Total	$ 4,967.2	100.0%

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

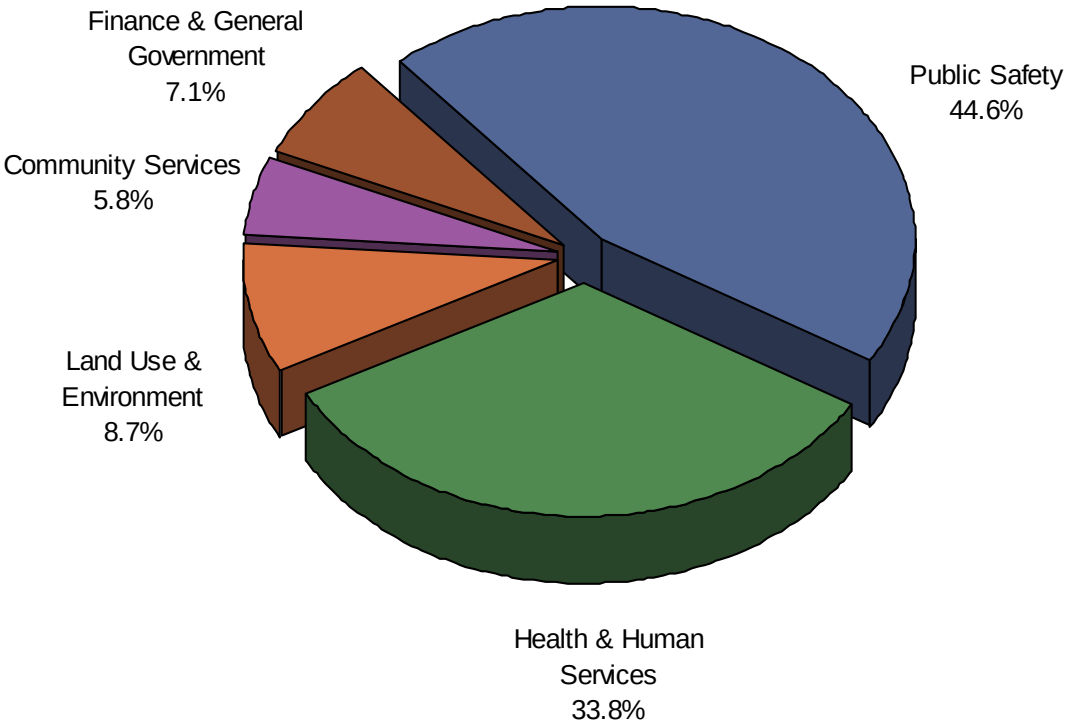
Recommended Budget by Category of Revenue — All Funds



Budget by Category of Revenue - All Funds		
	Budget in Millions	Percentage of Total Budget
State Revenue	$ 1,433.6	28.9%
Federal Revenue	934.5	18.8%
Charges For Current Services	811.3	16.3%
Taxes Current Property	561.0	11.3%
Taxes Other Than Current Secured	390.4	7.9%
Other Financing Sources	351.8	7.1%
Use of Fund Balance	206.7	4.2%
Other Intergovernmental Revenue	76.3	1.5%
Revenue From Use of Money & Property	50.1	1.0%
Fines, Forfeitures & Penalties	52.2	1.1%
Licenses, Permits & Franchises	50.9	1.0%
Miscellaneous Revenues	45.1	0.9%
Fund Balance Component Decreases	3.4	0.1%
Total	$ 4,967.2	100.0%

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

Recommended Staffing by Group/Agency — All Funds



Staffing by Group/Agency - All Funds		
	Staff Years *	Percentage of Total Staffing
Public Safety	7,403.00	44.6%
Health & Human Services	5,613.50	33.8%
Land Use & Environment	1,446.00	8.7%
Community Services	961.00	5.8%
Finance & General Government	1,177.50	7.1%
Total	16,601.00	100.0%

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

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

MISSION

To efficiently provide public services that build strong and sustainable communities

VISION

A county that is safe, healthy and thriving

STRATEGIC INITIATIVES

Safe Communities

Promote Safe Communities

Sustainable Environments

Support environments that foster viable, livable communities while bolstering economic growth

Healthy Families

Make it easier for residents to lead healthy lives while improving opportunities for children and adults

San Diego County Facts and Figures

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

POPULATION[1]:	***2010***	***2011***	***2012***
	3,095,313	3,115,810	3,143,429

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

Source: U.S. Census Bureau, 2010; State of California, Department of Finance, May 2012

INCORPORATED CITIES:	18

CIVILIAN LABOR FORCE:	***2012***	***2013***
	1,599,167	1,608,250

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2012 Revised Annual Average and 2013 January to February average.

UNEMPLOYMENT RATE:	***2012***	***2013***
	8.9%	8.3%

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2012 Annual Average and 2013 January to February average.

EMPLOYMENT MIX: (Industry)[1]	***2012 Employees***	***2013 Employees***
Government[2]	229,400	229,700
Professional & Business Services	210,100	221,000
Trade, Transportation & Utilities	201,900	204,400
Leisure and Hospitality	153,300	159,300
Educational & Health Services	152,700	157,700
Manufacturing	92,700	93,500
Financial Activities	68,400	69,600
Construction	54,100	56,300
Other Services	48,300	50,100
Information Technology	24,300	25,000
Farming	9,600	9,500
Mining & Logging	400	400
Total	1,245,200	1,276,500

[1]Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.
[2]Excludes the U.S. Department of Defense.

Source: California Employment Development Department, Labor Market Information Division (March 2013 Benchmark)

TEN LARGEST EMPLOYERS:	***2010 Employees***	***2011 Employees***
Federal Government[1]	44,000	46,300
State of California	42,300	45,500
University of California, San Diego	26,823	27,393
County of San Diego[2]	15,842	15,687 [2]
Sharp Healthcare	14,832	14,969
Scripps Health	13,823	13,830
San Diego Unified School District	14,485	13,730
Qualcomm Inc.	11,847	10,509
City of San Diego	10,470	10,211
Kaiser Permanente	7,404	8,200

[1]Excludes the U.S. Department of Defense.
[2]County of San Diego, Fiscal Year 2011-13 Adopted Operational Plan

Source: San Diego Business Journal Book of Lists, 2012

FISCAL YEAR 2012-13 ASSESSED VALUATION:	$393 billion
Source: San Diego County Assessor/Recorder/County Clerk (Gross less regular exemptions)	

CONSUMER PRICE INDEX:	*2011*	*2012*
	253.37	257.29 (1.5% increase)
Source: U.S. Department of Labor, Bureau of Labor Statistics, February 2013		

MEDIAN HOME PRICE [1]:	*Dec. 2010*	*Dec. 2011*	*Dec. 2012*
	$335,000	$315,000	$366,000
[1] Median price of all existing homes sold in December of each year.			
Source: California Association of Realtors/DataQuick Information System			

Fiscal Year 2012-13 Top Ten Property Taxpayers:	2012-13 Estimated Tax
San Diego Gas & Electric Company	$88,731,907
Southern California Edison Company	$32,836,035
Irvine Company	$16,713,561
Kilroy Realty, LLP	$14,829,918
Qualcomm Incorporated	$14,024,801
Host Hotel and Resorts	$13,929,215
Pacific Bell Telephone Company	$10,861,566
BSK Del Partners, LLC	$8,921,787
OC/SD Holdings, LLC	$6,791,630
Sunstone Park Lessees, LLC	$6,675,186
Source: County of San Diego, Auditor and Controller, Property Tax Services Division	

LAND USE: (in descending order)	2011 Acres[1]
Parkland	1,100,025
Vacant or Undeveloped Land	851,626
Residential	361,059
Public/Government	155,978
Agriculture	118,955
Other Transportation	105,602
Commercial/Industrial	34,095
Total	2,727,340

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

Source: San Diego Association of Governments, 2011

AGRICULTURAL PRODUCTION:	2011 Value	2011 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$1,092,916,550	12,173
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$319,205,955	33,838
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$177,013,955	6,686
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$65,550,005	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	$20,996,688	—
Field Crops (e.g., pastures, ranges, hay, etc.)	$5,038,735	248,089
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	$2,245,470	—
Timber Products (e.g., firewood and timber)	$777,714	—
Totals	$1,683,745,072	300,786

Source: County of San Diego, Department of Agriculture, Weights & Measures - 2011- San Diego County Crop Statistics & Annual Report

MAJOR MILITARY BASES AND INSTALLATIONS:	CITY
United States Coast Guard Sector San Diego	San Diego
Marine Corps Air Station Miramar (3rd Marine Aircraft Wing)	San Diego
Marine Corps Base Camp Pendleton (largest West Coast expeditionary training facility)	North County
Marine Corps Recruit Depot San Diego	San Diego
Naval Base Coronado (includes Naval Air Station North Island and Naval Amphibious Base)	Coronado
Naval Base Point Loma (includes Space and Naval Warfare Systems Command - SPAWAR)	San Diego
Naval Medical Center San Diego	San Diego
Naval Base San Diego (principal home port of the Pacific Fleet)	San Diego

Source: U.S. Department of Defense Base Structure Report 2012

TOURIST ATTRACTIONS:	
Anza-Borrego Desert State Park[1], Borrego Springs	Petco Park, San Diego
Balboa Park and Museums, San Diego	Point Loma and Cabrillo National Monument, San Diego
Birch Aquarium at Scripps, La Jolla	Qualcomm Stadium, San Diego
Del Mar Racetrack, Del Mar	San Diego Zoo Safari Park, Escondido
Gaslamp Quarter National Historic District, San Diego	San Diego Zoo, San Diego
Hotel Del Coronado, Coronado	Sea World San Diego, San Diego
Legoland California, Carlsbad	Torrey Pines Golf Course, La Jolla
Maritime Museum, San Diego	Torrey Pines State Beach and Reserve, San Diego
Old Town State Historic Park, San Diego	U.S. Olympic Training Center, Chula Vista
Palomar Observatory, Palomar Mountain	USS Midway Museum, San Diego

[1] Anza-Borrego Desert State Park is primarily in San Diego County but also in Imperial and Riverside Counties.

Source: California Division of Tourism

TOTAL VISITORS 2012:	32,265,000

Source: San Diego Tourism Authority, San Diego Visitor Industry Summary 2012

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

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

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

County Population

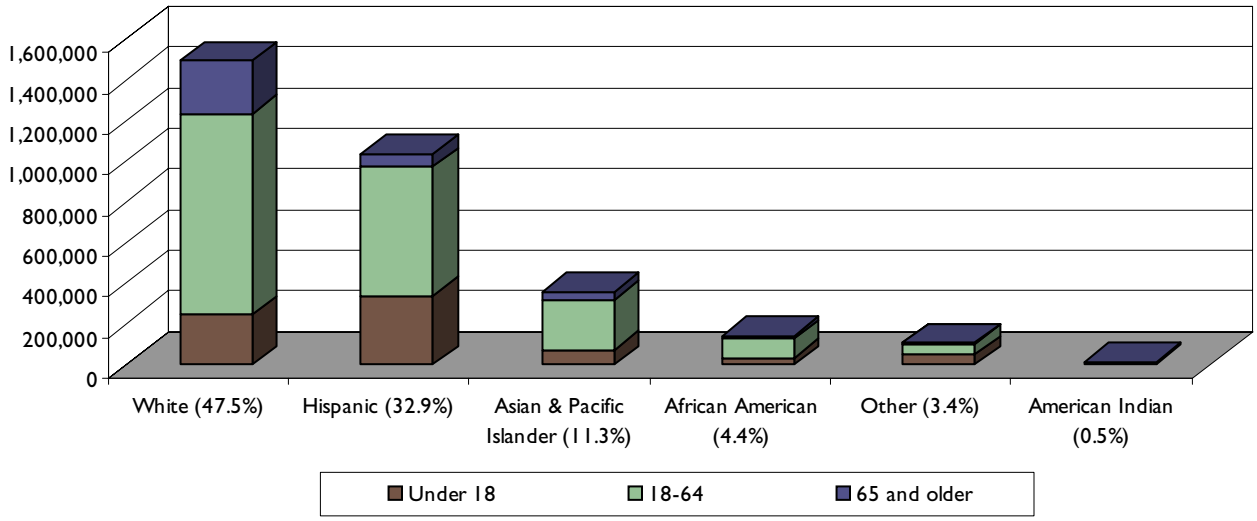
San Diego County is the southernmost major metropolitan area in the State. In March 2011, the U.S. Census Bureau estimated the County's population for 2010 to be 3,095,313, an increase of 10.0% from the 2000 figure of 2,813,833. The State of California Department of Finance released population data incorporating the 2010 Census counts as the benchmark, and the County's revised population estimate for January 1, 2011 was 3,115,810 and the County's population estimate for January 1, 2012 was 3,143,429. San Diego County is the second largest county by population in California and the fifth largest county by population in the nation, as measured by the U.S. Census Bureau.

San Diego County Population

	2000	2011	2012	Year Incorporated
Carlsbad	78,247	106,403	107,674	1952
Chula Vista	173,556	245,987	249,382	1911
Coronado	24,100	23,329	23,187	1890
Del Mar	4,389	4,182	4,194	1959
El Cajon	94,869	99,981	100,562	1912
Encinitas	58,014	59,827	60,346	1986
Escondido	133,559	144,998	146,064	1888
Imperial Beach	26,992	26,437	26,609	1956
La Mesa	54,749	57,969	58,296	1912
Lemon Grove	24,918	25,445	25,603	1977
National City	54,260	58,688	58,967	1887
Oceanside	161,029	167,943	169,319	1888
Poway	48,044	48,088	48,382	1980
San Diego	1,223,400	1,309,784	1,321,315	1850
San Marcos	54,977	84,586	85,569	1963
Santee	52,975	54,102	54,643	1980
Solana Beach	12,979	12,928	13,000	1986
Vista	89,857	94,269	95,036	1963
Unincorporated	442,919	490,864	495,281	
Total	2,813,833	3,115,810	3,143,429	

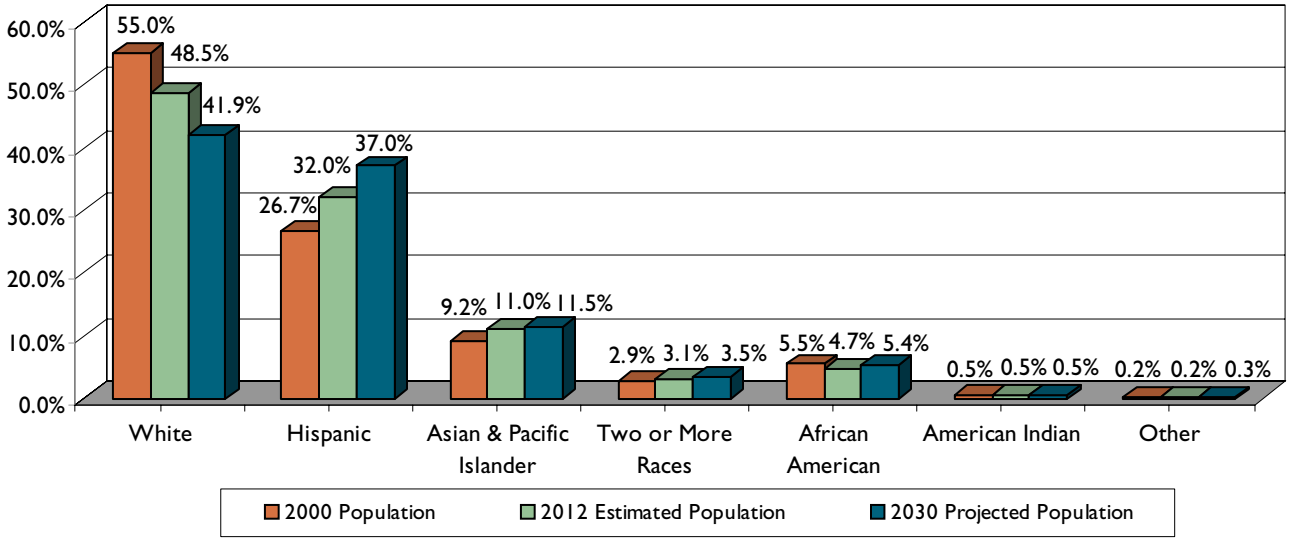
Source: U.S. Census -2000 data; California Department of Finance updated 2011 and estimated 2012 information.

San Diego County Population Distribution by Race, Ethnicity and Age
2012 Total Population: 3,143,429



Source: San Diego Association of Governments 2012 Demographic & Socio Economic Estimates

San Diego County Population Distribution by Race and Ethnicity
2000, 2012, and 2030 Projection
Percentage of Total Population

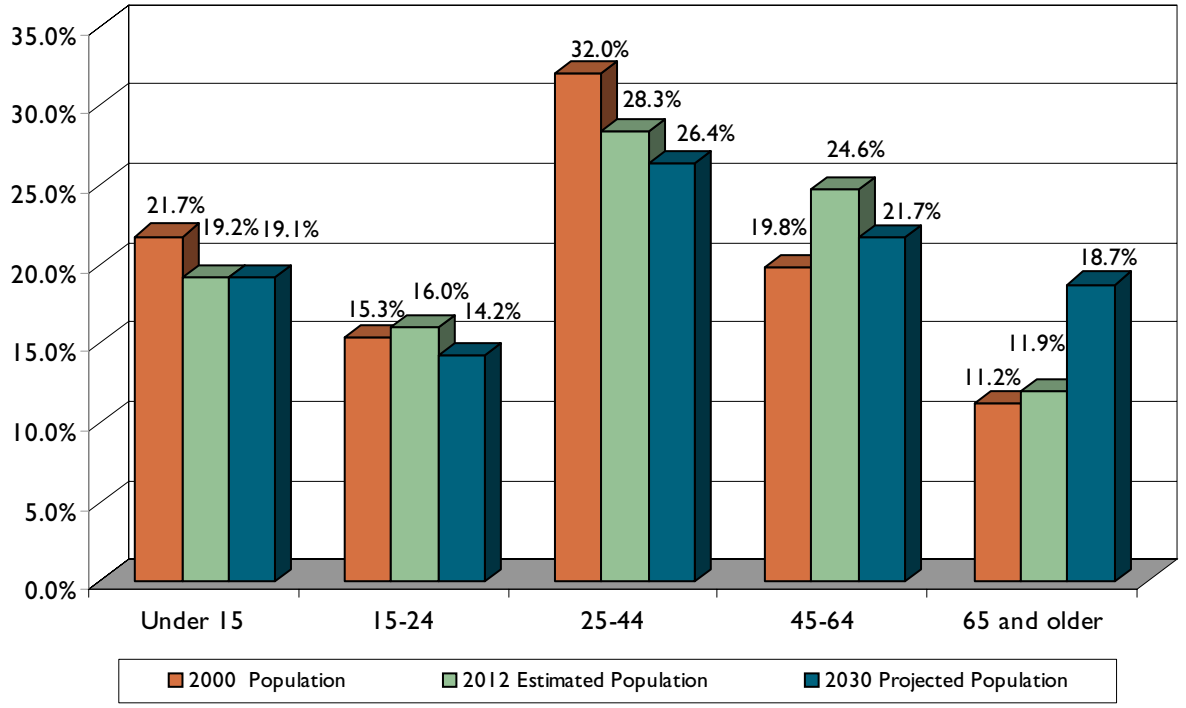


Note: Percentages represent the share of each group compared to the total population.
Sources: U.S. Census - 2000; San Diego Association of Governments 2012 Demographic & Socio Economic Estimates; San Diego Association of Governments 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection

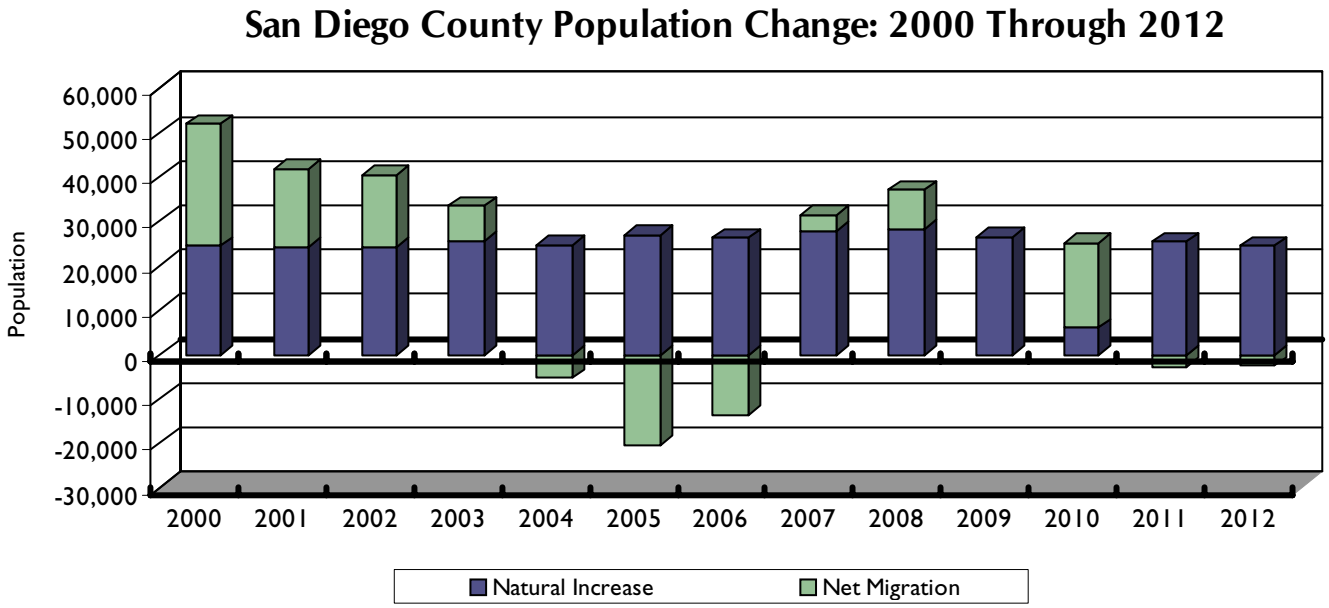
The first chart on the previous page shows for 2012 the most recent race, ethnicity and age composition for the regional population. Data for 2030 indicates that the San Diego regional population will be approximately 3.9 million according to the San Diego Association of Governments (SANDAG) based on the 2050 Regional Growth Forecast final series as of October 2011, a 38% increase from calendar year 2000. The second chart shows that San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2030, San Diego's population breakdown will be: 41.9% White; 37.0% Hispanic; 11.4% Asian and Pacific Islander; 5.4% African American; and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection. The chart below indicates the regional population trends are also anticipated to show changes to the population in several age segments with individuals under 15 years of age declining gradually and those individuals 65 and older estimated to increase approximately 131% in 2030 from 2000.

Annual population growth has averaged approximately 0.9% over the past 12 years as presented on the chart on the following page. 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 12 years.

San Diego County Population Distribution by Age 2000, 2012, and 2030 Projection



Sources: U.S. Census - 2000; San Diego Association of Governments 2012 Demographic & Socio Economic Estimates; SANDAG 2050 Regional Growth Forecast - 2030 Data, October, 2011.



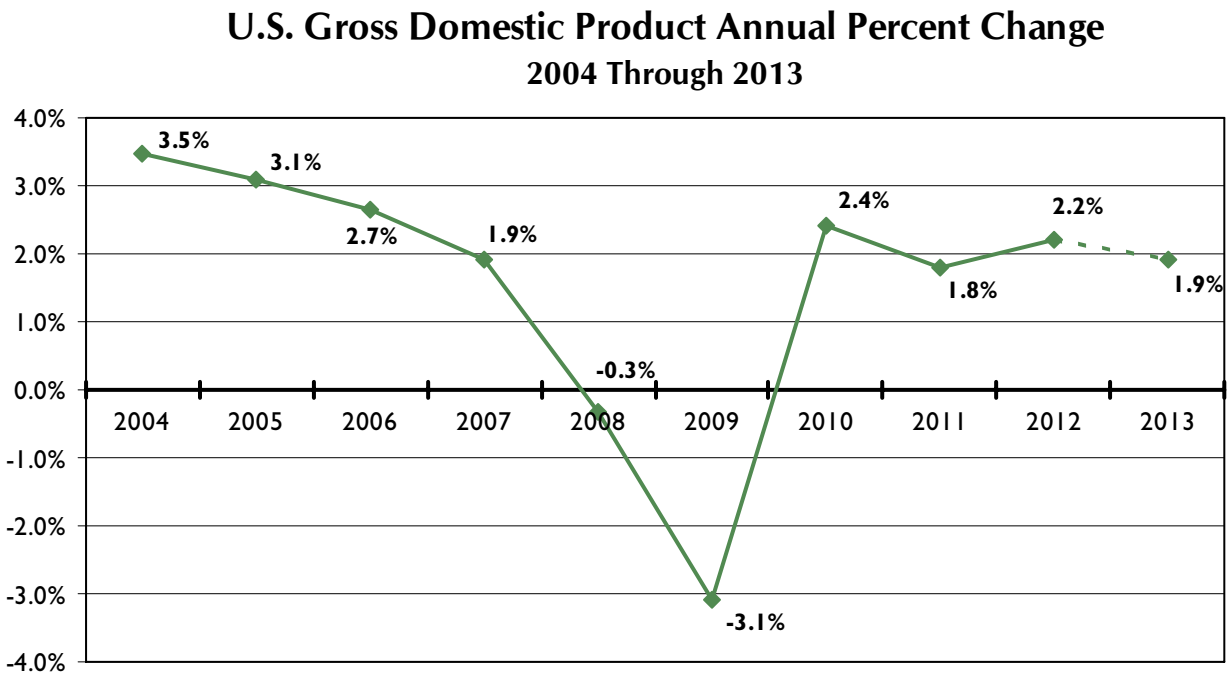
Note: Natural Increase consists of Births minus Deaths. Net Migration is a measure of people moving into and away from San Diego County, both foreign and domestic. San Diego County Population Change data is on a fiscal year basis beginning July 1st.
Source: California Department of Finance - Population Estimates and Components of Change by County — July 1, 2010–2012

Economic Indicators

U.S. Economy

In 2012, real gross domestic product (GDP) increased by 2.2% compared to the 1.81% revised increase for 2011. (See the chart on the following page for a historical comparison.) According to the United States Department of Commerce Bureau of Economic Analysis, the acceleration in real GDP in 2012 primarily reflected a deceleration in imports, upturns in residential fixed investment and in private inventory investment, and smaller decreases in state and local government spending and in federal government spending that were partly offset by decelerations in personal consumption expenditures (PCE) and in exports. For the fourth quarter of 2012, the U.S. economy increased at an annual rate of 0.4% compared to an increase of 3.1% in the third quarter of 2012. The increase in real GDP in the fourth quarter primarily reflected positive contributions from PCE, nonresidential fixed investment, and residential fixed investment that were partly offset by negative contributions from private inventory investment, federal government spending, exports and state and local government spending. Imports, which are a subtraction in the calculation of GDP, decreased.

The Federal Open Market Committee met January 29 and 30, 2013 and more recently on March 19 and 20, 2013. According to the minutes of the January 29-30th meeting, expansion in overall economic activity slowed in the fourth quarter of last year, reflecting weather-related disruptions and other transitory factors, but private domestic final demand grew at a solid rate. Employment continued to increase at a moderate pace, but the unemployment rate remains elevated. Consumer price inflation was subdued, and measures of long run inflation expectations remained stable. Manufacturing production increased briskly in November and December after declining in October when activity was disrupted by Hurricane Sandy. Further, the production of motor vehicles and parts increased considerably in the fourth quarter. Real business expenditures on equipment and software rose briskly in the fourth quarter after declining moderately in the preceding quarter. Real federal government purchases decreased substantially in the fourth quarter, primarily because of a sharp decline in defense spending, and real state and local government purchases decreased slightly in the fourth quarter.



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 2013.
Source: Bureau of Economic Analysis, U.S. Department of Commerce "revised data" - July 27, 2012 and Gross Domestic Product, 4th quarter and annual 2012 (third estimate) - March 28, 2013; UCLA Anderson Forecast - March 2013

Conditions in the housing sector continued to improve, but construction activity remained at a relatively low level, restrained by tight underwriting standards for mortgage loans and the substantial inventory of foreclosed and distressed properties. Overall, there was consensus that the economic outlook improved modestly relative to the December meeting. The Federal Reserve March 20th press release also noted a return to moderate growth following a pause late last year.

Some headwinds for the U.S. economy in 2013 include the sequester in federal spending, a recession in Europe, the impact of higher payroll taxes and higher taxes on upper income households and the payroll adjustments that business firms will make associated with the implementation of the Affordable Care Act. (Source: UCLA Anderson Forecast, March 2013).

However, according to Justin Irving from Moody's Analytics, “The U.S. recovery stayed on track in the first two months of the year, data over the past week show. Durable goods orders are creeping higher, existing-home prices continue to rebound, and regional activity indexes mostly signal growth. As icing on the cake, U.S. oil production stands at a 22-year high. The economy is still far from full employment, but growth and hiring in particular look to stay at the moderately higher pace seen since September 2012." (Source: Moody's Analytics: U.S. Chartbook: Housing Recovery Intact - April 1, 2013).

California Economy

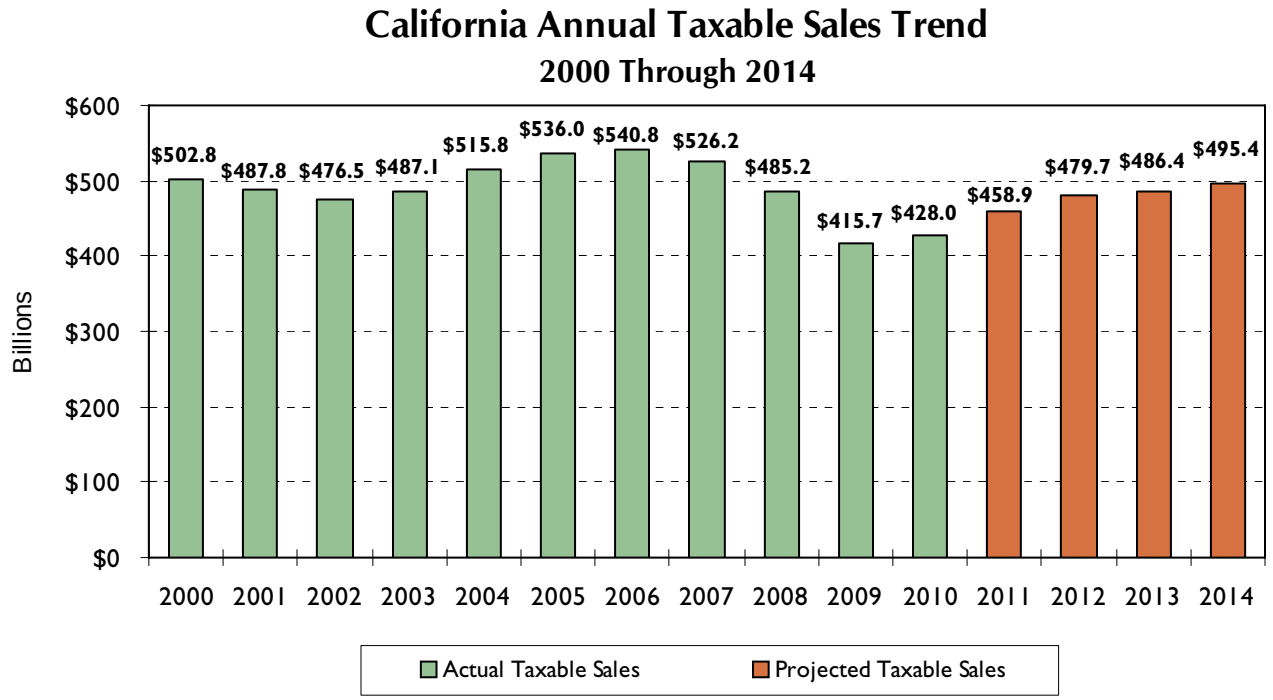
Having suffered a deeper recession than that of the nation, California has faced a longer road to full recovery. California's Gross State Product (GSP) fell more steeply than U.S. GDP during the recession, but outpaced the nation as a whole over each of the last two years. Since mid-2012, California has also outpaced the nation in year-over-year job growth, a trend that should continue into 2013. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook, February 2013). The State unemployment rate continued to improve and fell modestly from a revised 11.8% in 2011 to 10.5% in 2012. The February 2013 unemployment rate was 9.7%. All of the private sector industries added jobs last year with the

exception of manufacturing, which lost nearly 3,900 jobs. The government sector also lost jobs in 2012 equivalent to a 1.4% decrease.

Aerospace and Technology has continued to add jobs in 2012 but at a more modest pace. The biggest gains were in computer systems and design, and management, scientific and technical consulting. International trade continues to play an important role in the State's economy, and over 40% of the nation's consumer goods that are produced in Asia come through California's ports. Agricultural and related products are also one of California's largest exports to the rest of the world. The tourism and hospitality industry in the State continued to improve in 2012, with all major California markets experiencing an increase in occupancy last year. Spending by consumers and businesses is gradually returning to normal levels. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook, February 2013).

In 2009 real personal income declined 5.9%, but since then real personal income grew by 1.6% in 2010, 3.1% in 2011 and 1.6% in 2012. Taxable sales declined 14.3% in 2009 and grew by 2.9% in 2010. In 2011, taxable sales are estimated to have grown 7.2% (final taxable sales figures for 2011 were not available for the March 2013, UCLA Anderson Forecast) and they are estimated to have grown by 4.6% in 2012 (final taxable sales figures will be available in early 2014). California's economy continues to recover from the steep recession. Nonfarm employment grew by 0.9% in 2011 and 1.8% in 2012 and is projected to grow by 1.4% in 2013 and 2.1% in 2014. In 2013, real personal income is expected to grow by 1.4% and improve further in 2014 by 3.6%. Taxable sales are predicted to increase by 1.4% in 2013 and 1.8% in 2014 (see chart below). (Source: UCLA Anderson Forecast, March 2013).

Looking over the next two years, California's overall economy should outpace the U.S. Virtually all private sector industries should add jobs. Housing permits and other indicators of construction activity will show improvement over the forecast period. While manufacturing employment will remain soft over the next two years, the value of output will continue to increase. Overall, the fundamentals of the State economy firmed up in 2012 and will continue to support growth and expansion over the next years. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook, February 2013).



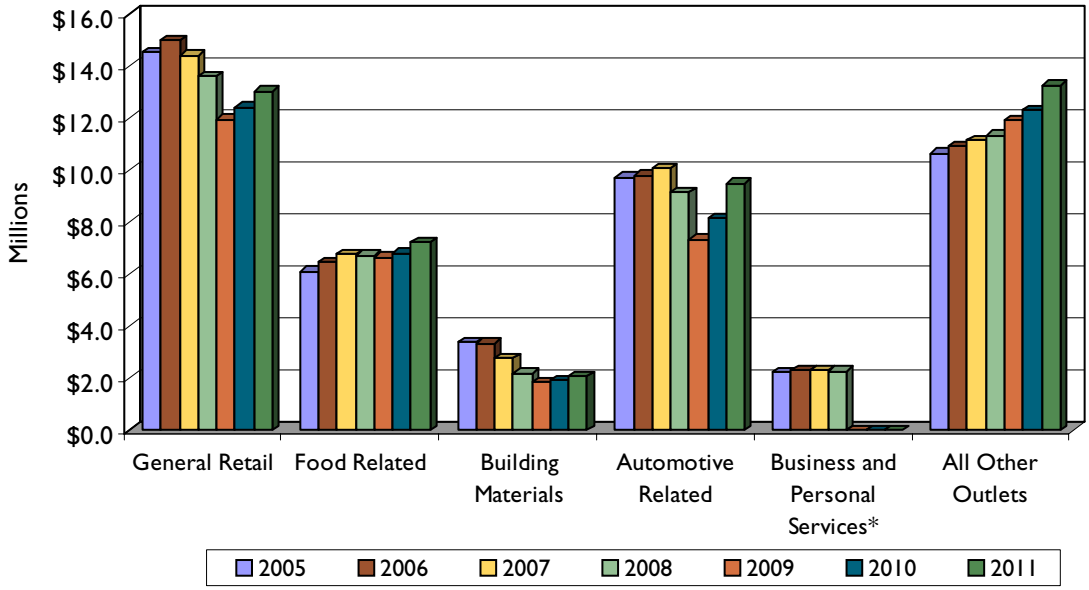
Note: Taxable sales are stated in calendar year 2005 dollars.
Source: UCLA Anderson Forecast, March 2013

San Diego Economy

San Diego's recent relative economic stability has been based on its increasing diversification of economic activity. The region is a thriving hub for the biotech and telecommunications industries. San Diego is also an important manufacturing center and a popular travel destination. Since the end of the Cold War, the military's presence has diminished but remains an important driver of the region's economy.

San Diego certainly shared the pain of the recession along with the rest of Southern California. However, San Diego's economy is moving in the right direction. Job creation in San Diego is expected to accelerate in 2013 across private industry sectors. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook, February 2013). Federal defense budget cuts are a cause for concern for San Diego's defense and military sectors. The loss of government jobs is expected to continue this year and next.

San Diego County Taxable Sales by Category
2005 Through 2011



Note: In 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System (NAICS) codes. As a result of the coding change, industry-level data for 2009 are not comparable to that of prior years.

*Due to the coding changes described above, this category no longer exists. For calendar year 2009 and following years, taxable sales in the Business and Personal Services category have been absorbed and redistributed to the remaining categories. Categories of taxable sales include:

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

Food Related - food stores and eating and drinking establishments.

Building Materials - hardware stores.

Automotive Related - automotive stores and service stations.

Business and Personal Services - n/a (see previous notes), formerly beauty salons, hotels and other services.

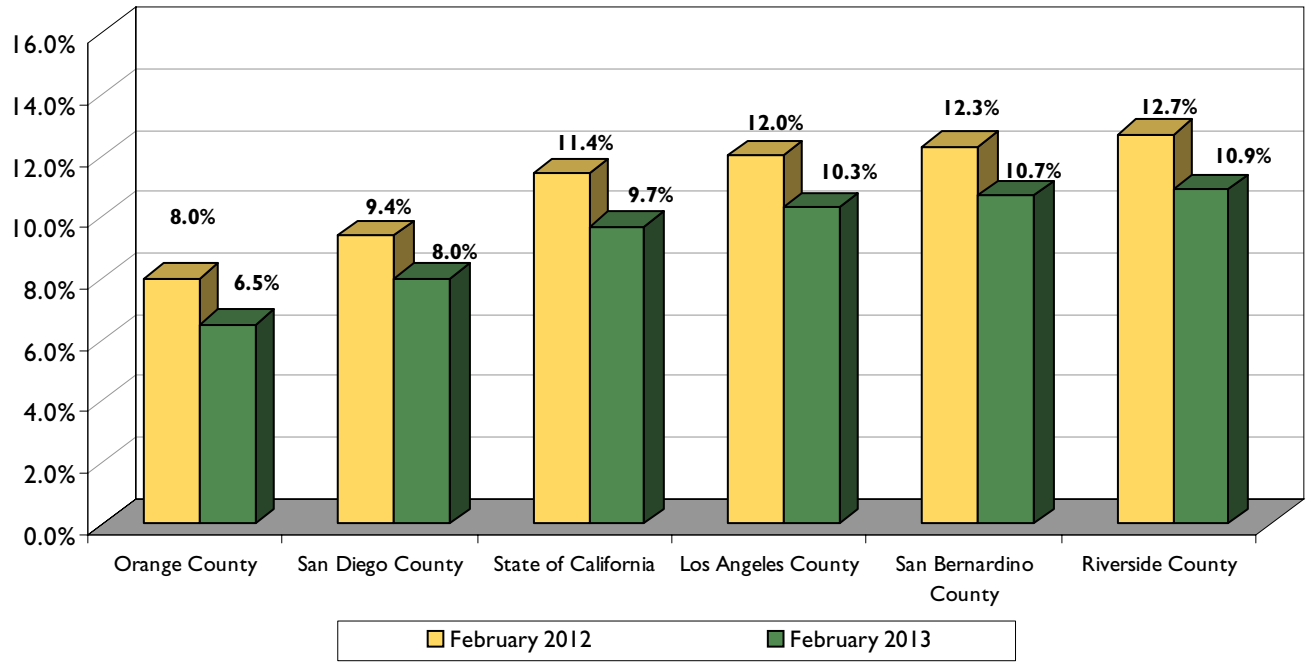
All Other Outlets - Use Tax collections. The State's Use Tax applies to the use, storage or other consumption of merchandise.

Source: State Board of Equalization

Unemployment in the region in 2012 averaged 8.9%, and was lower than the 2012 median of 9.0% for the 10 largest counties in the State. In 2013, the average unemployment rate for the first two months was 8.3%. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing lower unemployment.

Unemployment Rate Comparison by Select California Regions

February 2012 and February 2013



Source: California Employment Development Department, (Feb 2012 - revised data; Feb 2013 - preliminary)

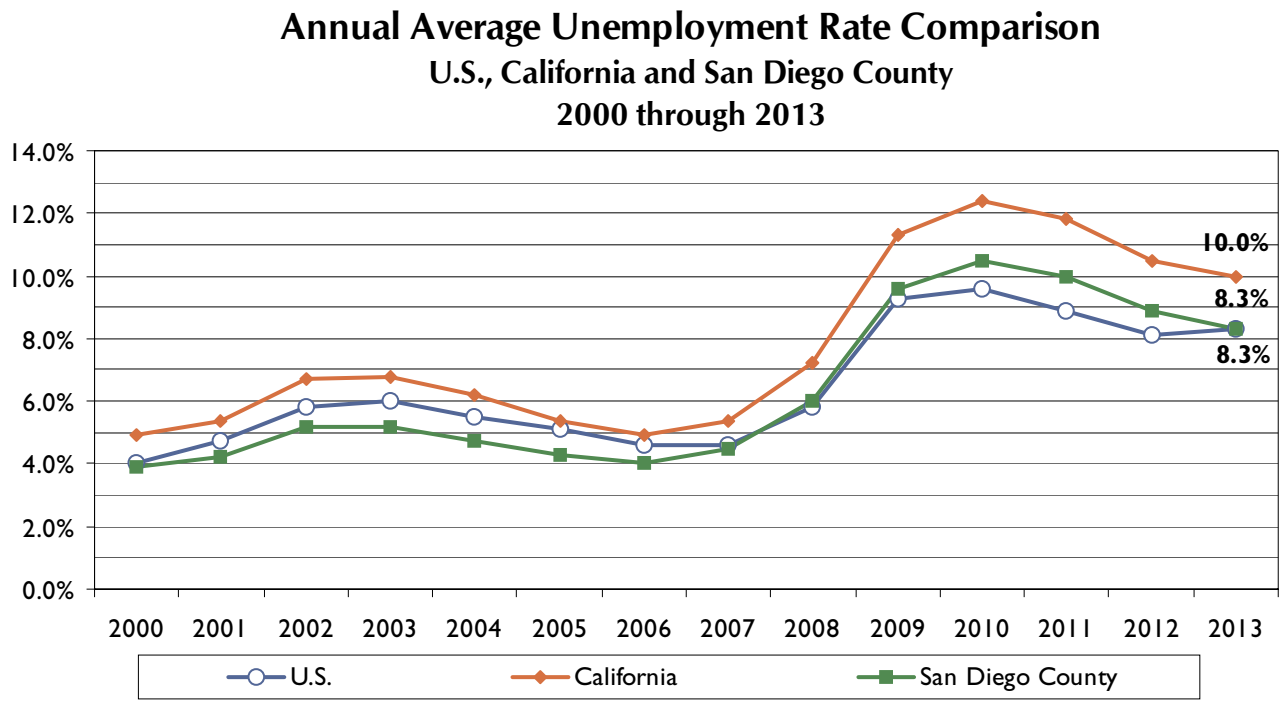
Another indicator of economic health is county taxable sales. Taxable sales started to decline overall in the county in 2007 and that trend continued in 2008 and 2009. In 2010, taxable sales showed moderate growth and taxable sales continued to grow in 2011. Sales tax revenues for the region in 2012 have shown continued improvement. Growth in taxable sales is expected to continue in 2013 and 2014.

Inflation as measured by the Bureau of Labor Statistics consumer price index for all urban consumers (CPI-U) showed the cost of living increased 1.6% in 2012 compared to 3.0% in 2011 and 1.3% in 2010 and virtually zero - 0.02% in 2009. For 2013, inflation is projected to rise to 2.2%. (Source: National University System Institute for Policy Research Economic Ledger - January 2013).

San Diego County's residential real estate market is on the mend. Over the year, the median price for an existing single-family home rose by 4.1%. New home building has yet to gain traction, but the pace of new construction will pick up significantly this year and accelerate in 2014. (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook, February 2013).

Another current indicator of growth in San Diego is seen by the list of hotels under construction which include the Legoland Hotel, Viejas Casino and Resort, Pier South, Holiday Inn San Diego Bayside, Seapoint Hotel, and Marriott Springhill Suites. (Source: SDCVB Quarterly Travel Forecast December 2012 prepared for the San Diego Tourism Authority).

Approximately one-half of San Diego County's population is part of the civilian labor force (1,614,000 in February 2013). The region is also home to one of the largest military complexes in the world. 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.



Notes: Unemployment rates are measured by calendar year. The rates for 2013 represent January through February figures only.
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor

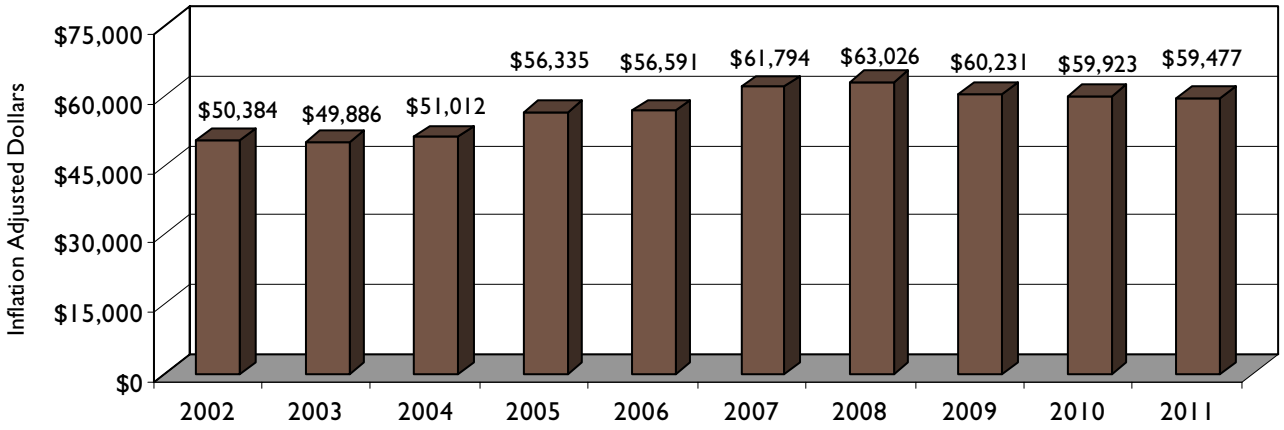
San Diego's median household income has experienced strong annual growth in recent years, but median household income actually declined in 2009, 2010 and 2011 due to high unemployment and constrained consumer spending. Data for 2012 is expected to be released no earlier than September 2013.

An unintended consequence of the housing market's turmoil and past recession 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 for December 2012 (63%) compared to December 2011 (67%). However, the percentage of households that could afford to buy an entry-level home in San Diego for December 2012 show an overall increase to 63% up from 27% in December 2006. The median home price of existing homes sold also fluctuated with the housing related turmoil. During 2009 and 2010, median home sales started to rebound from the low experienced at the end of 2008 and early 2009. Median home prices declined marginally in 2011 but are showing significant improvement in December 2012 compared to December 2011.

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices notices of loan default and deeds recorded (changes in ownership). The number of total deeds recorded has fallen significantly since 2003 from 223,087 to a low 115,540 in 2008. Through December 2012, total deeds recorded have started to improve with a total 146,829 recorded for the calendar year compared to 119,933 in 2011 evidence of improvement in the housing market overall.

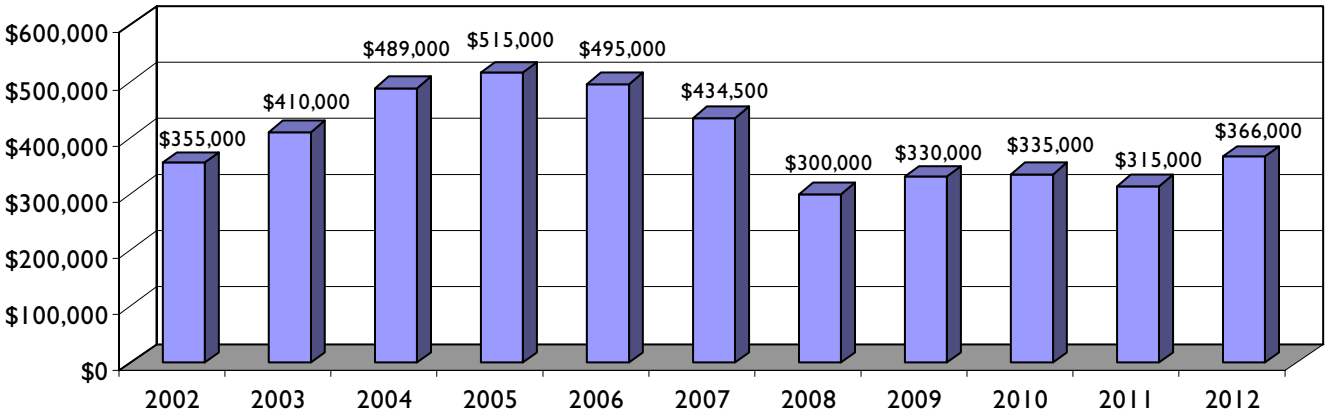
In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. In 2010, notices of default were down 35.2%, they were down an additional 11.0% in 2011, and down an additional 24.9% in 2012. In 2010, foreclosures declined 13.0%, they were down an additional 9.3% in 2011, and down an additional 41.1% in 2012. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6% from 2003 through 2005. During the recession, this indicator peaked at 57.5% in 2008 and declined to 43.3% in 2012. Foreclosures compared to total deeds recorded (change in ownership) averaged 0.3% over the three-year period of 2003, 2004 and 2005, then rose significantly beginning in 2006, reaching 16.9% in 2008 and declining to 4.9% in 2012.

San Diego County Median Household Income
2002 Through 2011

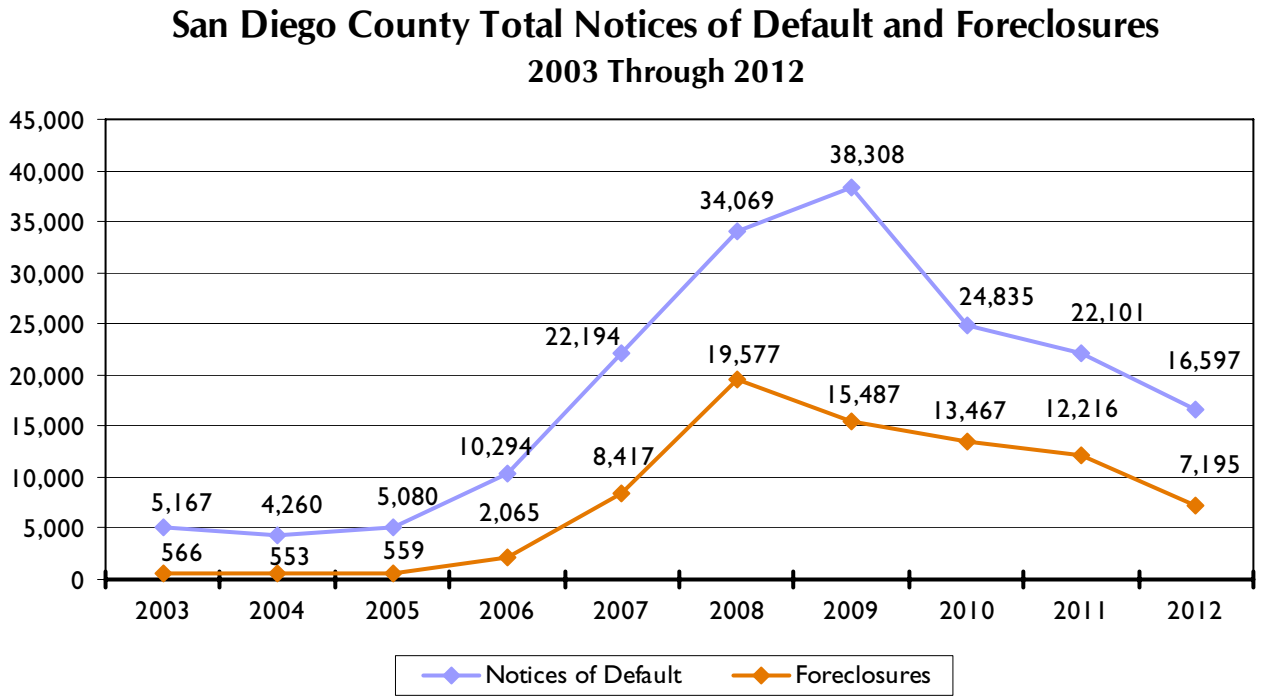


Note: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau - American Community Survey

San Diego County Median Price of Existing Homes Sold
2002 Through 2012



Note: Median home price of all existing homes sold in December of each year.



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

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

Source: San Diego County Assessor/Recorder/County Clerk

San Diego tourism's last peaked in 2006, with the number of visitors reaching approximately 32.2 million. Total number of visitors declined through 2009; however, tourism improved gradually in 2010 increasing by 0.9%, improving by 4.3% in 2011 and 3.6% in 2012. Total number of visitors for 2012 exceeded the total for 2006. Overall, tourism continues to be a stimulus to the local economy. Total visitor spending was approximately $8.0 billion in 2012 up from $7.5 billion in 2011, up from $7.1 billion in 2010 and up from $7.0 billion in 2009. As of December 2012, growth in visitation to San Diego for 2013 is expected to slow to 2.0% but total visitor spending is estimated to grow 3.7%. Spending is projected to accelerate through 2015 as overnight visitation gathers more strength. (Source: San Diego Tourism Authority - Quarterly Travel Forecast December 2012).

The state of the recovering economy continues to impact the ability of the County to fund and provide many of the services that county residents have come to expect. The revenue and workload effects along with the strategies being employed by the County to manage the public's resources are described in the pages following that summarize the expenditures, revenues and staffing levels for Fiscal Years 2013-14 and 2014-15 and in the individual Group and department presentations that begin on page 113.

Governmental Structure and Budget Documents

Governmental Structure

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

The Charter of San Diego County provides for:

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

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

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

The General Management System

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

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

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

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

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows whether the County is on track to achieve its goals. The County evaluates its progress frequently, including structured monthly, quarterly, and annual reviews so that necessary adjustments may be made without delay.

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

Motivation, Rewards and Recognition asks: *Are we encouraging excellence?* County employees must embrace the GMS disciplines and understand how this system guides the success of County operations and contributes to their success on the job. To encourage excellence, managers must set clear expectations, provide incentives, evaluate performance, and reward those who meet or exceed goals. And County employees meet the challenge by becoming Knowledge Workers who are comfortable with changing technology and who prepare themselves and their departments for changes expected in the future.

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.

Enterprise Initiatives

In Fiscal Year 2008-09, the County launched an enterprise initiative that challenged County employees to identify and prepare for the significant changes taking place in their workplace, community, economy and world using the GMS framework. The Knowledge Worker initiative required County managers and employees to identify: how their units were addressing the region's increasing need for resource conservation and sustainability and how staff will manage the exploding amount of information available to them to stay on the cutting edge of their fields. In Fiscal Year 2009-10, the Government without Walls (GWOW) initiative followed on these principles by challenging the workforce to make better use of technology tools to accomplish its goals and to identify how the County can make its operations and the organization more nimble, mobile and adaptable as circumstances and needs change.

Enterprise initiatives emphasize that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world. Examples of how County employees are embracing these enterprise initiatives and what they have accomplished are now reflected throughout the enterprise. In keeping with the GMS disciplines and our commitment to continuous improvement, the County will continue to look ahead and aggressively embrace, adapt to and use the increasingly fast pace of change to ensure that County services meet residents' needs and provide the best value to taxpayers.

Context for Strategic and Operational Planning

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

A county that is safe, healthy and thriving

By establishing a clear Vision, the County can articulate the strategies and approaches it will take to carry out its Mission. The 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. The County's Mission:

To efficiently provide public services that build strong and sustainable communities

The County recognizes that "The noblest motive is the public good." As such, there is an ethical obligation and commitment to uphold basic standards as we conduct operations to realize a shared Vision. The County embraces the following values:

- Integrity - We are dedicated to the highest ethical standards.
- Stewardship - We will ensure responsible stewardship of all that is entrusted to us.
- Commitment - We are committed to excellence in all that we do.

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. All County programs support at least one of these three Strategic Initiatives or the Required Disciplines for Excellence that make achievement of the initiatives possible:

- **Safe Communities** (Promote safe communities),
- **Sustainable Environments** (Support environments that foster viable, livable communities while bolstering economic growth), and
- **Healthy Families** (Make it easier for residents to lead healthy lives while improving opportunities for children and adults).

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

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

- **Information Services** - The County of San Diego will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.

To ensure that the Strategic Plan incorporates a fiscal perspective, the CAO, ACAO/Chief Operating 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.

Operational Plan

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2013 through June 30, 2015). However, pursuant to Government Code §29000 et seq., State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's budget. The Board approves the second year of the plan in principle for planning purposes. To demonstrate that resources are allocated to support the County's Strategic Plan goals, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Plan Initiatives and/or the Required Disciplines for Excellence.

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

Performance Measurement

Since Fiscal Year 2005-06, the County has undertaken an extensive effort to demonstrate performance to citizens through reporting meaningful and uncomplicated performance measures. The focus was shifted from reporting on what was happening to the organization, to what is happening in the lives of citizens, customers and stakeholders because of County services. This effort remains a priority and each department is required to measure performance in terms of outcomes, or 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 Recommended Operational Plan**, referred to as the CAO Proposed Operational Plan prior to Fiscal Year 2013-14, is a comprehensive overview of the Chief Administrative Officer's (CAO) recommended plan for the County's operations for the next two fiscal years. It is submitted to the Board of Supervisors in May of each year. It includes:

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

Public Review and Hearings — Prior to adopting a budget, the Board of Supervisors conducts public hearings for 10 calendar days. Pursuant to California Government Code §29081, budget hearings may be continued from day to day until concluded, but not to exceed a total 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 CAO Recommended Operational Plan, whether from members of the Board of Supervisors, 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 recommended changes to the CAO Recommended Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Recommended 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 Recommended 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. Each business Group tracks their 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 review and action during Budget Deliberations.

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

Budget Deliberations — After the conclusion of public hearings, the Board of Supervisors discusses the CAO Recommended Operational Plan, any 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 Budget Deliberations are usually completed by the end of June.

Referrals from Budget are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business Group is responsible for providing requested information to the Board of Supervisors.

The **Adopted Operational Plan** shows the Board of Supervisors' adopted budget for the immediate fiscal year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Recommended Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Recommended Operational Plan, which displays the two prior fiscal years' adopted budgets and the recommended amounts for the two upcoming fiscal 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 table: Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenues, fund balance, fund balance component decreases and General Purpose Revenue Allocation. For any given budget year, the amount of the General Purpose Revenue allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the amended budget and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any fund balance component decreases and the General Purpose Revenue allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

Budget Modifications — State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Auditor and Controller. 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 of approval 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 agenda items.

- **Quarterly Status Reports** — The CAO provides a quarterly budget status report to the Board of Supervisors that may also recommend changes to appropriations to address unanticipated needs or make technical adjustments to the budget. These reports are placed on the Board of Supervisors regular agenda and are also posted on the Auditor and Controller's website.

Financial Planning Calendar 2013-14 Target Dates

Jan 23	Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 6	Budget Instructions for Operational Plan issued by OFP
Feb 11	Budget database opens for Operational Plan development
Mar 1	Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP
Mar 15	Budget database closed to departments to enable business Groups (Groups) to review
Mar 25	Deadline for departments to submit their budget changes from current year adopted budget plus their final drafts of Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to their Group Finance Director
Mar 29	Budget database closed to Groups
Apr 3	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 23	Draft copy of balanced CAO Recommended Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO/Chief Operating Officer (COO) and General Managers
Apr 29	CAO Recommended Operational Plan docketed and released to the Board of Supervisors and public
May 7	Board of Supervisors accepts CAO Recommended Operational Plan
May 8	Change Letter Instructions issued by OFP and budget database opens for modifications
May 13	OFP sends request to Groups for Referrals to Budget
May 15	Budget Change Letter database closed to departments to enable final review by Groups
May 17	Department Change Letter narratives due to Groups for review
May 22	Budget Change Letter database closed to Groups
May 25	Deadline for Groups to submit responses to Referrals to Budget to OFP
May 30	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
Jun 10-19	Public Hearings on CAO Recommended Operational Plan (ten calendar days)
Jun 19	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 Recommended Operational Plan are due to the Clerk of the Board
Jun 25-26	Board of Supervisors Budget Deliberations and approval of the 2013-15 Operational Plan
Aug 6	Board of Supervisors adopts Fiscal Year 2013-14 Budget

Operational Plan Format

Introduction - County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years - July 1, 2013 through June 30, 2015. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2013-14 Recommended 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 Policies
- Financial Obligations and Debt Service
- 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.

2012-13 Anticipated Accomplishments

Brief descriptions of the group's/department's anticipated accomplishments for Fiscal Year 2012-13. The discussions address the progress made on the 2012-14 Objectives reported in the prior fiscal year and include the anticipated results. Anticipated Accomplishments are categorized by the County's Strategic Initiatives or Required Disciplines for Excellence.

2013-15 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 for Excellence and focuses on the outcome desired by the work performed.

Related Links

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

Performance Measures

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Defined Measure. . .	90% of xxx	92% of xxx	92% of xxx	94% of xxx	94% of xxx

Table Notes

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

Recommended Changes and Operational Impact: 2012-13 to 2013-14

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

Recommended Changes and Operational Impact: 2013-14 to 2014-15

A brief narrative description of significant changes in staffing, expenditures and revenues from the first year of the CAO Recommended 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 page provides an example of the table format which includes the Adopted Budget for Fiscal Years 2011-12 and 2012-13; the Recommended Budget for Fiscal Year 2013-14; the percentage change from the Fiscal Year 2012-13 Adopted Budget to the Fiscal Year 2013-14 Recommended Budget; and the Fiscal Year 2014-15 Recommended Budget.

Sample Budget Tables

Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Name of Program					
Name of Program					
Total					

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits					
Services & Supplies					
Other Charges					
Capital Assets Equipment					
Total					

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues					
Charges For Current Services					
Miscellaneous Revenues					
Other Financing Sources					
Use of Fund Balance					
General Purpose Revenue Allocation					
Total					

Capital Program

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

- Capital Appropriations - Discusses new appropriations to the capital budget for Fiscal Years 2013-15, including the amount and purpose of each capital item.
- Operating Impact of Capital Program - A summary of the potential impact on the operating budget is presented for a handful of capital projects that are scheduled for completion during Fiscal Years 2013-15.
- 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 2011-12 and 2012-13; the Fiscal Year 2013-14 Recommended Budget; the percentage change from the Fiscal Year 2012-13 Adopted Budget to the Fiscal Year 2013-14 Recommended Budget; and the Fiscal Year 2014-15 Recommended Budget.
  - Tables are presented for each fund within the Capital Program that has budgeted appropriations for the fiscal years presented, which may include any or all of the following funds: Capital Outlay, County Health Complex, Justice Facility Construction, Multiple Species Conservation Program, Library Projects and Edgemoor Development.
  - Information includes: Budget by Categories of Expenditures; Project Details listing each capital project by name and number; and Funding Source which includes all funding sources and lists each project funded by each source.
  - Data include the Adopted Budget for Fiscal Years 2011-12 and 2012-13; the Fiscal Year 2013-14 Recommended Budget; the percentage change from the Fiscal Year 2012-13 Adopted Budget to the Fiscal Year 2013-14 Recommended Budget; and the Fiscal Year 2014-15 Recommended Budget.
- Lease Payments - Details lease payments budget by expenditures, revenues and funding sources for the same fiscal years as described above.
- Outstanding Capital Projects by Group/Agency - Tables for each of the five business groups outline the total appropriations and the remaining balance for each capital project and the fiscal year the project was established.

Finance Other

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

Appendices

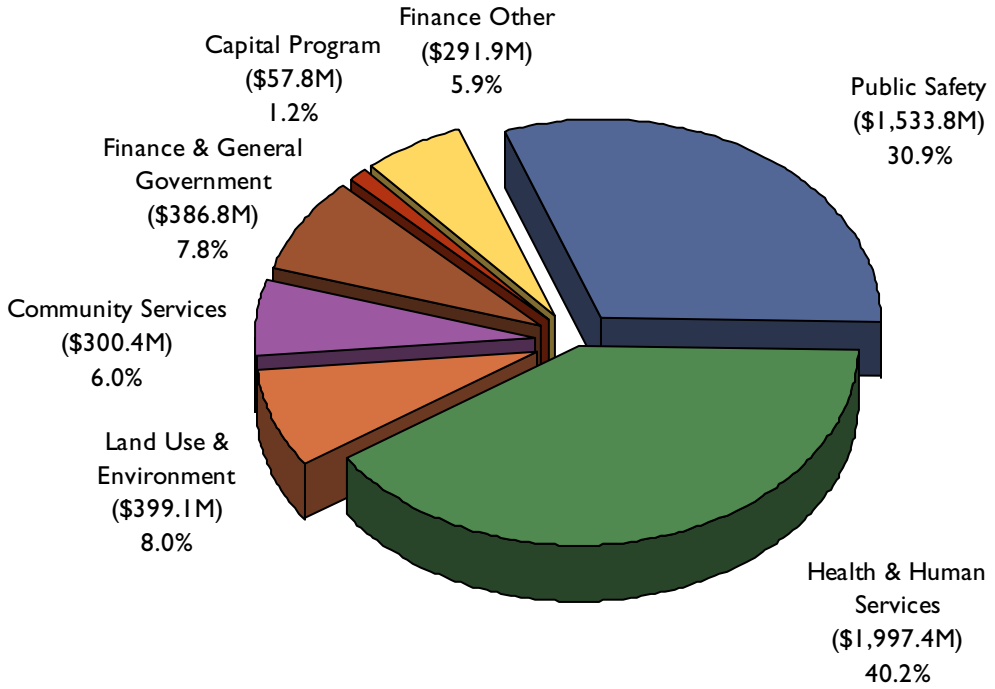
- Appendices A, B and C present tables of data which include the Adopted Budget for Fiscal Years 2011-12 and 2012-13; the Fiscal Year 2013-14 Recommended Budget; the percentage change from the Fiscal Year 2012-13 Adopted Budget to the Fiscal Year 2013-14 Recommended Budget; and the Fiscal Year 2014-15 Recommended Budget.
  - Appendix A: All Funds - Budget Summary - Tables outline staff years and expenditures and revenues by category for the total County and by each business group, the Capital Program and Finance Other.
  - 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.
  - Appendix C: General Fund Budget Summary - Tables of General Fund expenditures by department within each business group and for Finance Other; also provided are financing sources by category for the total General Fund.
- Appendix D: Health & Human Services Agency (HHSA) - General Fund - Tables depict staff years and summarizes HHSA's general fund budget by operations and assistance payments.
- 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.
- Index: An alphabetical listing of key topics and the page reference for each.

All Funds: Total Appropriations

Total Appropriations by Group/Agency

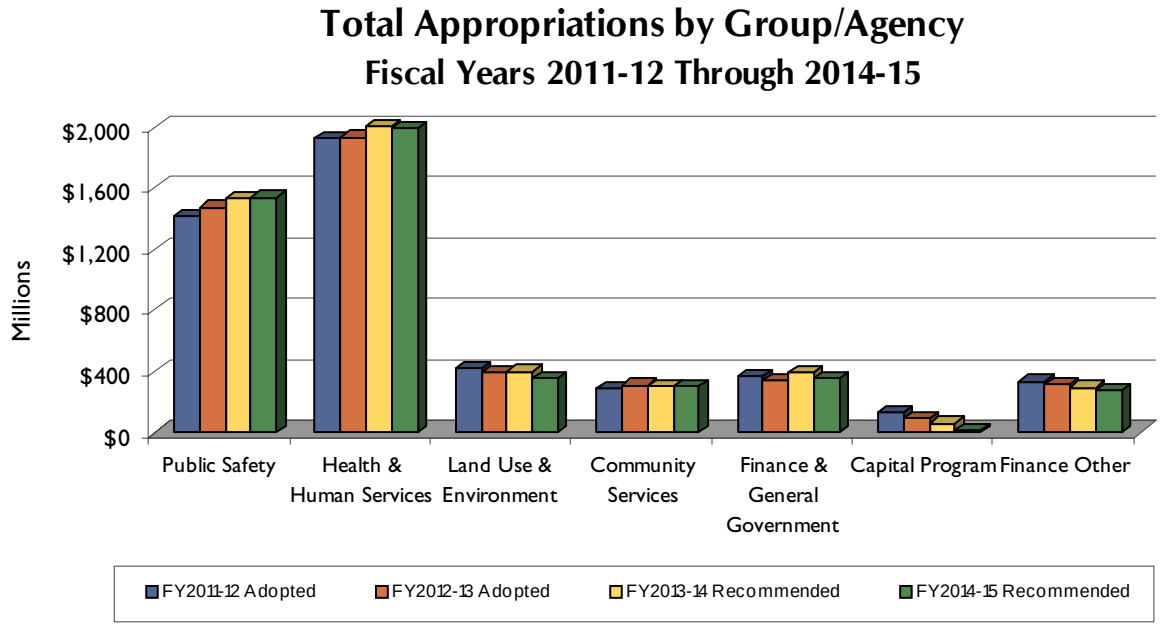
Appropriations total **$4.97 billion** in the Recommended Budget for **Fiscal Year 2013-14** and $4.81 billion for Fiscal Year 2014-15. This is **an increase of $122.0 million or 2.5%** for Fiscal Year 2013-14 from the Fiscal Year 2012-13 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Community Services, the Capital Program and Finance Other, while there are increases in Public Safety, Health and Human Services, Land Use and Environment and Finance and General Government.

Total Appropriations by Group/Agency
Fiscal Year 2013-14: $4.97 billion



The pie chart above shows each Group/Agency's share of the Fiscal Year 2013-14 Recommended Budget, while the bar chart and table on the following page compare the Fiscal Years 2013-14 and 2014-15 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2013-14 Recommended Budget and the Fiscal Year 2012-13 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2013-14 is presented below by Group/Agency and highlights changes and key areas of focus. 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 113.

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



Total Appropriations by Group/Agency (in millions)	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety	$ 1,410.3	$ 1,469.4	$ 1,533.8	4.4	$ 1,536.5
Health & Human Services	1,919.9	1,928.9	1,997.4	3.6	1,986.5
Land Use & Environment	419.0	392.9	399.1	1.6	356.1
Community Services	289.1	305.5	300.4	(1.7)	296.8
Finance & General Government	363.2	340.8	386.8	13.5	351.5
Capital Program	127.2	94.2	57.8	(38.6)	12.3
Finance Other	331.0	313.5	291.9	(6.9)	271.3
Total	$ 4,859.6	$ 4,845.2	$ 4,967.2	2.5	$ 4,811.0

Public Safety Group (PSG) — A recommended **net increase of 4.4% or $64.4 million** from the Fiscal Year 2012-13 Adopted Budget. The increase primarily relates to increased County retirement contributions, phased hiring and training of detention staff and the partial year operation of the Women's Detention Facility, additional service requirements due to the transfer of responsibilities for offenders from the State to the counties, growth in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, funding and the planned use of one-time resources. Reductions in State funding and fine and forfeiture revenue are recognized. All mandated services are maintained.

Major changes include:

- The phased hiring and training of staff and the partial year operation of the Women's Detention Facility.
- Resources and services to address the transfer of responsibility for certain offenders from the State to the counties pursuant to Assembly Bill (AB) 109, *Public Safety Realignment (2011)*, supported by revenues allocated from the Local Revenue Fund 2011, Community

Corrections Subaccount. Increased services include the partial year operation of the East Mesa Detention Re-Entry and Rehabilitation Facility.

- Increases in staff to enhance information-led policing and increases in sworn staff in the Sheriff's Department for the Homicide Division and Emergency Planning, support for the Civil Division and for financial management, facility operations, for human resources and safety programs and for operations in support of the Regional Communications System.
- Resources to support electronic discovery and activities related to document imaging solutions.
- Reductions in amounts allocated for one-time expenditures in the previous fiscal year.

The Public Safety Group will align activities with the key outcomes of the County's *Live Well, San Diego!* Living Safely strategy, support the County's strategic initiatives and operate an efficient and responsive criminal justice system.

Key areas of focus include:

- Promoting and implementing strategies that protect residents from crime or abuse, including information-led policing and monitoring of offenders subject to community supervision.
- Promoting strategies that prevent crime and make neighborhoods safe to work, live and play.
- Reducing recidivism by implementing strategies and providing services to help offenders successfully reenter society.
- Continuing to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.
- Leveraging technology innovations to improve service delivery and operational efficiency.

Health and Human Services Agency (HHSA) - A recommended **net increase of 3.6% or $68.5 million** from the Fiscal Year 2012-13 Adopted Budget. The increase relates to an increase in staff years, increased County retirement contributions, and costs associated with contracted services and client payments. Reductions in funding and caseloads are also recognized.

Major changes include:

- Increase to support the transition of California's Healthy Families recipients to the Medi-Cal program.
- Increase in Aging and Independence Services to support the Community Based Care Transitions Program (CCTP).
- Increase associated with Aid to Adoptive Children payments and the expansion of services to emancipated youth under the Transitional Housing Program.
- Increase to support the Supplemental Nutrition Assistance Program Education (SNAP-Ed) project.
- Increase due to the passage of AB 12 *California Fostering Connections to Success Act*, which extends foster care until age 21.
- Increase associated with the North County Short Term Acute Residential Treatment (START) program and Long Term Care (LTC) for increased capacity for residents with mental diseases.

A major goal in the development of HHSA's operational plan is to advance the *Live Well, San Diego!* initiative. In that endeavor, HHSA has pursued and acquired grants that will help improve the health and well-being of San Diego's communities and residents. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Building a better service delivery system that is innovative and outcome driven.
  - Provide public health nurse home visits to participants in the CCTP to help them proactively manage their chronic medical conditions.
  - Implement the multiyear Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Co-locate Child Welfare Services staff with staff from community-based organizations to improve service integration.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to low-income families in the regions that are potentially eligible for the federally funded CalFresh food assistance program.
  - Implement a program for individuals with severe mental illness to take required medications and treatment.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.

- Implement regional community health improvement plans through the participation or leadership of Resident Leadership Academy (RLA) graduates. The purpose of RLA is to build community capacity for health improvement in local neighborhoods.
- Advance operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement, and workforce excellence.
  - Transition Healthy Families and Low Income Health Program participants into appropriate health programs to promote continuity of care and a medical home, providing patient-centered, comprehensive, and coordinated care.
  - Pursue voluntary Public Health Accreditation status to promote accountability and continuous improvement.

Land Use and Environment Group (LUEG) - A recommended **net increase of 1.6% or $6.2 million** from the Fiscal Year 2012-13 Adopted Budget. Significant increases are in: one-time funding for inactive waste site projects; increased County retirement contributions; increases in various road capital improvement projects, equipment maintenance in the San Diego County Sanitation District; one-time costs for information technology and business process reengineering projects and the addition of staff years to meet operational needs related to additional regulatory responsibilities.

Major changes include:

- On September 25, 2012, the Board of Supervisors established the Department of Planning and Development Services (PDS). PDS combines the land use functions that used to be divided among various County departments - Planning and Land Use, Public Works, and Parks and Recreation. As a result, the Department of Planning and Land Use was dissolved. PDS is a brand new department with a new approach to serving customers. The new department creates a seamless land use process that works efficiently and maintains the highest quality review standards.
- Additional staff years for operational needs pertaining to the Asian Citrus Psyllid (ACP) citrus grove abatement activities and in Agricultural Water Quality (AWQ) inspections due to revisions in the Regional Municipal Separate Storm Sewer (MS4) Permit.
- One-time funds for inactive waste projects.
- Increase one-time funding for major maintenance projects at park facilities identified in the facility conditions assessment program.
- Decrease in one-time funds due to completion of the Mobile Source Emission Reduction Incentive Programs.
- Increase in one-time funding for the Rancho San Diego Pump Station Improvement project and the Industry Road Interceptor Sewer Phase I Replacement, Ha-Hana Road project.

Key areas of focus include:

- Improving the land development process overall, as well as the associated customer experience and streamlining permit processing.
- Continuing business process reengineering efforts to develop new online tools that will streamline processes and improve customer service.
- Protecting public health and helping to prevent disease through education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Protecting San Diego County's $1.7 billion agricultural industry from damaging pests, noxious non-native weeds and diseases.
- Awarding and managing construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county.
- Preserving and enhancing the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program, Special Area Management Plan and Resource Management Plans.
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards.
- Protecting and preserving the county's water quality and watersheds.

Community Services Group (CSG) - A recommended **net decrease of 1.7% or $5.1 million** from the Fiscal Year 2012-13 Adopted Budget. The decrease is due to non-recurring one-time prior year expenditures, federal HOME funding for project costs and State CalHome funding for residential rehabilitation loans. Partially offsetting increases include increased County retirement contributions, increased books and materials and branch library improvement projects in the County Library, an overall increase in utility costs due to an increased number of County facilities, and higher costs for contracted and routine maintenance services in County facilities.

Major changes include:

- One-time projects for energy efficiency in County projects, an infrastructure condition assessment of County parks, and an information technology project for facilities data management.
- Increased purchases of library books and materials in response to customer demand.
- Increased costs of major maintenance and energy-efficiency projects, routine maintenance and contracted services for County-owned facilities.

Key areas of focus include:

- Maintaining library hours to provide patron access to library materials and services.
- Planning and design activities for new libraries in Alpine and Imperial Beach and the new Assessor/Recorder/County Clerk Branch Office Building in El Cajon.
- Providing resources to homeless families and veterans exiting from transitional housing.
- Savings in the purchase and contracting of goods and services for all County departments through innovative procurement methods.
- Construction of capital improvements for the new Women's Detention Facility, the County Administration Center Waterfront Park and related new parking structure at Cedar and Kettner streets in downtown San Diego, and the new Rancho San Diego Sheriff's Station.
- Improving animal shelters and the medical treatment of animals to make them adoptable sooner.
- Conducting the June 2014 Primary Election.

Finance and General Government Group (FGG) - A recommended **net increase of 13.5% or $46.0 million** from the Fiscal Year 2012-13 Adopted Budget. The increase is due primarily to one-time Countywide information technology (IT) projects and support as well as increased County retirement contributions.

Major changes include:

- An increase in planned IT services for a number of County departments through the County's information technology outsourcing contract, including:
  - Upgrade of PeopleSoft, the County's human resources information system.
  - Upgrades and licensing of multiple IT systems including the system used to produce the County's Comprehensive Annual Financial Report (CAFR).
  - Increase in data center services and IT hardware and software.
  - Continue implementation of the County's new Integrated Property Tax System (IPTS).
- Major maintenance projects for the County Administration Center.
- An increase in staff years for administration of employee benefits, departmental legal support services, and management of the County's enterprise technology platforms.

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 State and federal funds.
- Maintaining a qualified, 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.
- Maintaining an investment in modern information technology.
  - Continuing implementation of the new IPTS.
  - Completing upgrades to the County's key information technology systems, including the human resources information system, the constituent relationship management system, and several of the County's main websites.
- Providing the highest quality legal services to the Board of Supervisors and County departments.

Capital Program - A recommended **net decrease of 38.6% or $36.4 million** from the Fiscal Year 2012-13 Adopted Budget. The amount budgeted in the Capital Program for Capital Projects can vary significantly from year to year based on the size and scope of capital needs in the coming years. The Fiscal Year 2013-14 Capital Program includes $48.0 million for the following capital projects:

- $10.0 million for the Multiple Species Conservation Program (MSCP);
- $9.8 million for the Alpine Library;
- $8.4 million for the Imperial Beach Library;
- $7.5 million for the Assessor/Recorder/County Clerk (ARCC) El Cajon Branch Office Building;
- $3.1 million for the San Luis Rey River Park Acquisition;
- $2.5 million for the 4S Ranch Synthetic Turf South Ball Fields;
- $2.0 million for the Lake Morena Electrical Upgrade;
- $1.9 million for Tijuana River Valley Trails Construction/Habitat Restoration;

- $1.8 million for the San Elijo Gateway Property Acquisition; and
- $1.0 million for the San Diego Botanic Garden Expansion.

The Capital Program also includes $9.8 million for the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and other costs to improve the Edgemoor property.

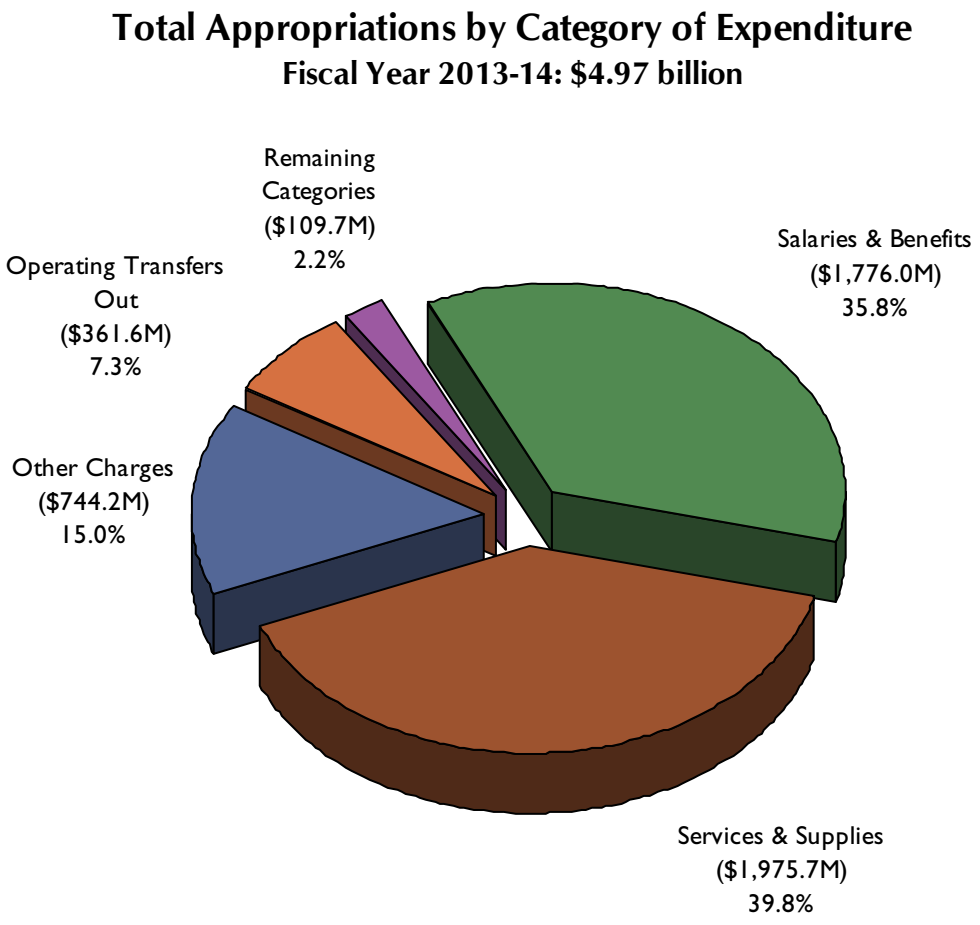
In Fiscal Year 2014-15, appropriations decrease by $45.5 million from Fiscal Year 2013-14, and the program includes funding of $2.5 million for the MSCP.

Finance Other - A recommended **net decrease of 6.9% or $21.6 million** from the Fiscal Year 2012-13 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly. One-time appropriations in Fiscal Year 2012-13 included $27.6 million for a loan for the East Mesa Detention Re-Entry and Rehabilitation Facility, $8.0 million for the County Operations Center (COC) Redevelopment Annex Occupant Relocation, and $2.0 million for the Agua Caliente Park Water, Sewer and Electrical Line Replacement.

In the Fiscal Year 2013-14 CAO Recommended budget, the General Fund contribution to the Capital Program includes appropriations for MSCP of $10.0 million, for a new Alpine Library of $9.8 million, for a new Imperial Beach Library and to improve the connectivity with the Imperial Beach Community Center of $8.4 million, for the Lake Morena Electrical Upgrade of $2.0 million, for acquisition related to the San Luis Rey River Park of $3.1 million, for the ARCC El Cajon Branch Office Building to replace the existing facility of $5.0 million, for the San Elijo Gateway Property Acquisition of $1.8 million, for the San Diego Botanic Garden Expansion of $1.0 million and for the 4S Ranch Synthetic Turf South Ball Fields of $2.5 million. In addition, lease payments for certain long-term lease obligations have decreased by $4.6 million as a result of decreases in certain scheduled leases partially offset by the start of a lease payment for the 2012 Cedar and Kettner parking structure. See page 463 for the details of the budget for Finance Other.

Total Appropriations by Category of Expenditure

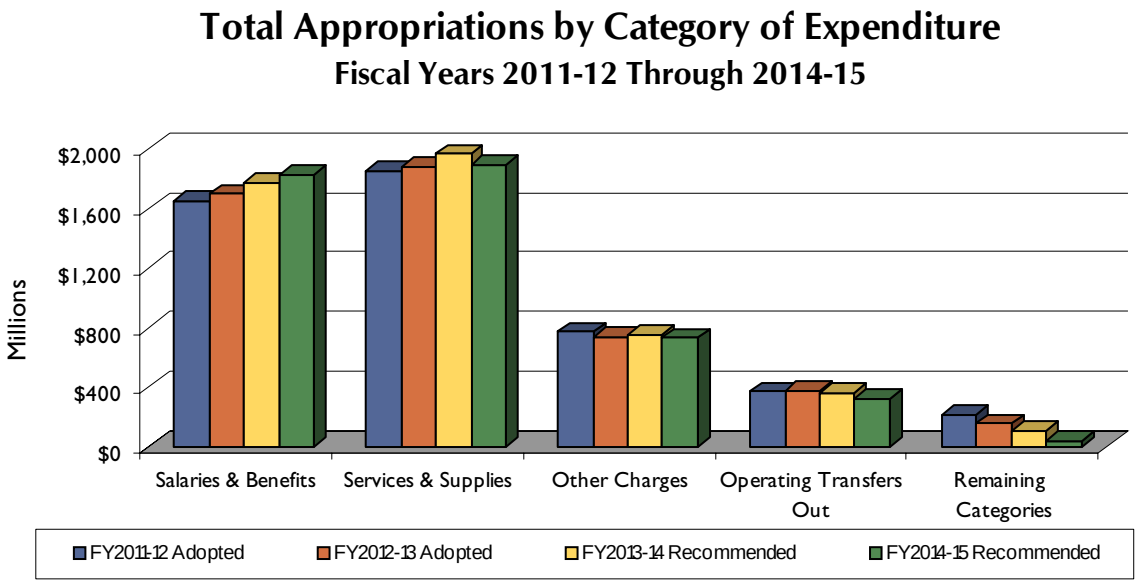
The pie chart below shows the Recommended Budget broken down by category of expenditure. As noted previously, the **Fiscal Year 2013-14** Recommended Budget is **increasing overall by $122.0 million** from the Fiscal Year 2012-13 Adopted Budget and decreasing by $156.2 million in Fiscal Year 2014-15.



The changes by category are summarized as follows:

- **Salaries and Benefits** are **increasing overall by a net $78.7 million or 4.6%** in Fiscal Year 2013-14. This change reflects higher County retirement contribution requirements, negotiated reductions in the County funding of the employee share of retirement costs, negotiated benefit increases for existing labor agreements and an increase of 590.25 staff years. All existing labor agreements include increases in flexible benefit credits effective January 2013 through December 31, 2013. The Deputy Sheriffs' Association (DSA) labor agreement is effective through June 26, 2014 and includes a 1.0% salary and benefit increase effective July 1, 2013.

  In Fiscal Year 2014-15, Salaries and Benefits are increasing by a net of $48.7 million or 2.7%, which reflects anticipated higher County retirement contribution requirements, an increase in flexible benefit credits for the DSA bargaining unit effective January 2014, and a net increase of 1.00 staff years. See Total Staffing on page 52 for a summary of staffing changes by business group.



Total Appropriations by Category of Expenditure (in millions)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Employee Benefits	$ 1,655.5	$ 1,697.3	$ 1,776.0	4.6	$ 1,824.7
Services & Supplies	1,851.5	1,881.0	1,975.7	5.0	1,895.9
Other Charges	770.9	736.4	744.2	1.1	733.8
Operating Transfers Out	369.3	376.4	361.6	(3.9)	319.3
Remaining Categories:					
Capital Assets/Land Acquisition	137.8	93.0	58.4	(37.2)	6.0
Capital Assets Equipment	22.5	24.8	21.0	(15.2)	12.9
Exp Transfer & Reimbursements	(20.2)	(29.7)	(30.2)	1.7	(30.3)
Reserves	21.8	22.1	23.1	4.5	23.1
Fund Balance Component Increases	18.4	13.7	0.6	(95.4)	1.4
Management Reserves	32.3	30.3	36.8	21.5	24.3
Total	$ 4,859.6	$ 4,845.2	$ 4,967.2	2.5	$ 4,811.0

Services and Supplies are **increasing by a net of $94.7 million or 5.0%**. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include, an increase of $57.6 million in service and consulting contracts supporting various programs such as Healthy Families and Community Based Care Transitions Program (CCTP), an increase of $8.0 million in Countywide major maintenance, and an increase in information technology costs of $13.3 million due to one time information technology projects in the Finance and General Government Group, as well as

increases in application support and data storage and a corresponding increase in the Information Technology Internal Service Fund of $14.9 million.

A decrease of $79.8 million or 4.0% in Fiscal Year 2014-15, is primarily due to completion of one-time initiatives in Fiscal Year 2013-14.

- **Other Charges** are **increasing by $7.8 million or 1.1%.** This category includes items such as aid payments, debt service payments, interest expenses, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and the Neighborhood Reinvestment Programs. The increase is primarily due to one-time funding for one time projects supported by the Environmental Trust Fund and Aid for Adopted Children.

  A net decrease of $10.4 million or 1.4% is projected in Fiscal Year 2014-15 due to decreases in certain scheduled lease payments and non-recurrence of one-time items from prior year.

- **Operating Transfers Out**, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **decreasing by $14.8 million or 3.9%**. The most significant decreases are in Community Services Group largely in Purchasing and Contracting for non-recurring one-time costs for the Documentum 6.7 version upgrade which was transitioned to the Chief Technology Office; in Finance Other due to the nonrecurrence of one-time funding in the prior year for the Registrar of Voter's Relocation, East Mesa Detention Re-Entry and Rehabilitation Facility, and Agua Caliente Park Water, Sewer and Electrical Line Replacement capital projects partially offset by resources to support recommended capital initiatives in Fiscal Year 2013-14 including new projects included in the capital program described in the Capital Assets/ Land Acquisition below.

  A decrease of $42.3 million or 11.7% is projected for Fiscal Year 2014-15, and is primarily due to the nonrecurrence of one-time items from the prior year, including a $41.1 million decrease for funding future capital projects.

- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is **decreasing by $34.6 million or 37.2%** from Fiscal Year 2012-13. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $58.4 million budgeted for Fiscal Year 2013-14, $48.0 million is for projects in the Capital Program, with the remainder for projects in the Airport Enterprise Fund and in the San Diego County Sanitation District. The Fiscal Year 2013-14 Capital Program of $48.0 million includes $7.5 million for the Assessor/ Recorder/County Clerk El Cajon Branch Office Building, $9.8 million for the Alpine Branch Library, $8.4 million for the Imperial Beach Library, $1.9 million for the Tijuana River Valley Trails Construction/Habitat Restoration, $1.8 million for San Elijo Lagoon Gateway Property Acquisition, $1.0 million for the San Diego Botanic Garden Expansion, $3.1 million for the San Luis Rey River Park Acquisition, $2.5 million for the 4S Ranch Synthetic Turf South Ball Fields, $10.0 million for land acquisition for Multiple Species Conservation Program (MSCP) and $2.0 million for the Lake Morena Electrical and Sewer Upgrades project.

  A decrease of $52.4 million or 89.7% is projected for Fiscal Year 2014-15 due to the removal of appropriations to support the one time projects above and reflects the redirection of ongoing resources used to support these projects in Fiscal Year 2013-14 which will be used to address increased County retirement contributions. $2.5 million is planned for MSCP land acquisition.

- **Capital Assets Equipment** is **decreasing by $3.8 million or 15.2%** 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. A decrease of $8.1 million is expected for Fiscal Year 2014-15.

- **Expenditure Transfers and Reimbursements** are **increasing by $0.5 million or 1.7%.** 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 example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements

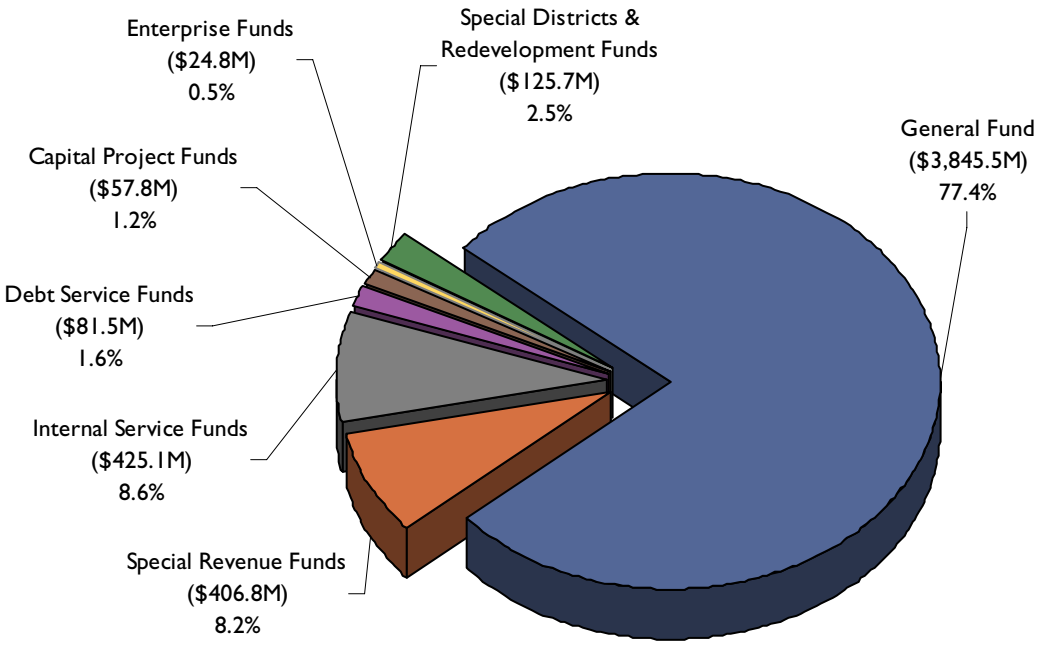
account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State or federal revenue account.

- **Contingency Reserves** are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2013-14, three funds have a contingency reserve. The General Fund contingency reserve remains at $20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 463. The Employee Benefits Internal Service Fund contingency reserve increased to $3.0 million from $2.0 million in Fiscal Year 2013-14. The Fleet Internal Service Fund contingency reserve is budgeted at $0.1 million, which is unchanged from Fiscal Year 2012-13.
- **Fund Balance Component Increases** can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2013-14, fund balance has been committed toward the replacement/upgrade of fire apparatus and equipment for regional support for the San Diego County Fire Authority ($0.3 million), and for reserves for building maintenance and replacement for the Air Pollution Control District ($0.3 million).
- **Management Reserves** are **increasing by $6.5 million or 21.5%.** The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent mitigation for revenue and economic uncertainties at the business group or department level.

Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" on page 89.)

Total Appropriations by Fund Type
Fiscal Year 2013-14: $4.97 billion



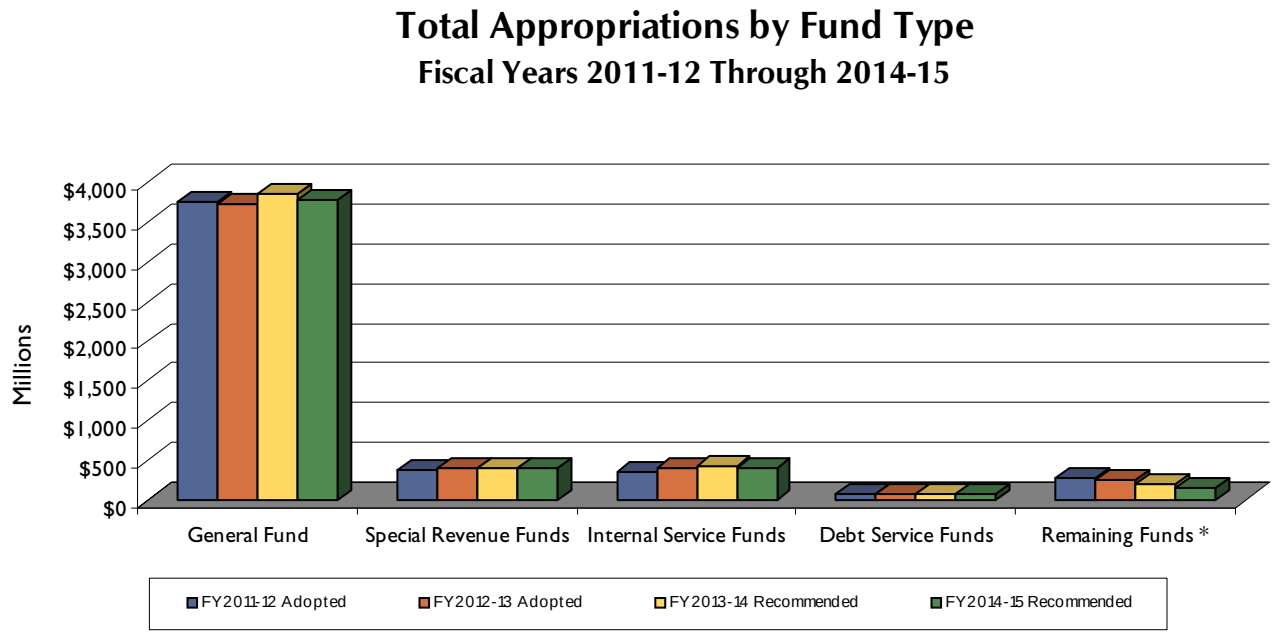
Governmental Fund Types

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

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

Debt Service Funds account for the accumulation of resources for 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 100.

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 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 3,742.8	$ 3,718.9	$ 3,845.5	3.4	$ 3,762.8
Special Revenue Funds	389.4	398.2	406.8	2.2	408.1
Internal Service Funds	362.8	399.4	425.1	6.4	409.4
Debt Service Funds	81.4	81.5	81.5	0.0	81.5
Capital Project Funds	127.2	94.2	57.8	(38.6)	12.3
Enterprise Funds	24.3	25.0	24.8	(0.8)	24.0
Special Districts & Redevelopment Funds	131.8	128.1	125.7	(1.8)	112.9
Total	$ 4,859.6	$ 4,845.2	$ 4,967.2	2.5	$ 4,811.0

Proprietary Fund Types

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

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

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

Examples include the Airport and Wastewater Funds.

Special Districts & Successor Agency 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.

Successor Agency Funds are used to pay the outstanding obligations of the dissolved Redevelopment Agencies and taxing entities where the County is the Successor Agency. Redevelopment Agencies were originally established to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans which were used to eliminate slums and blighted areas, improve housing, expand employment opportunities and provide an environment for the social, economic and psychological growth and well-being of all citizens of the county. The State of California, through the passage of Assembly Bill X1 26, *Community Redevelopment Dissolution*, dissolved all redevelopment agencies as of February 1, 2012. As a requirement of the dissolution process, all funds, assets and obligations of the redevelopment agencies were transferred to a successor agency for payment or disbursement.

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.

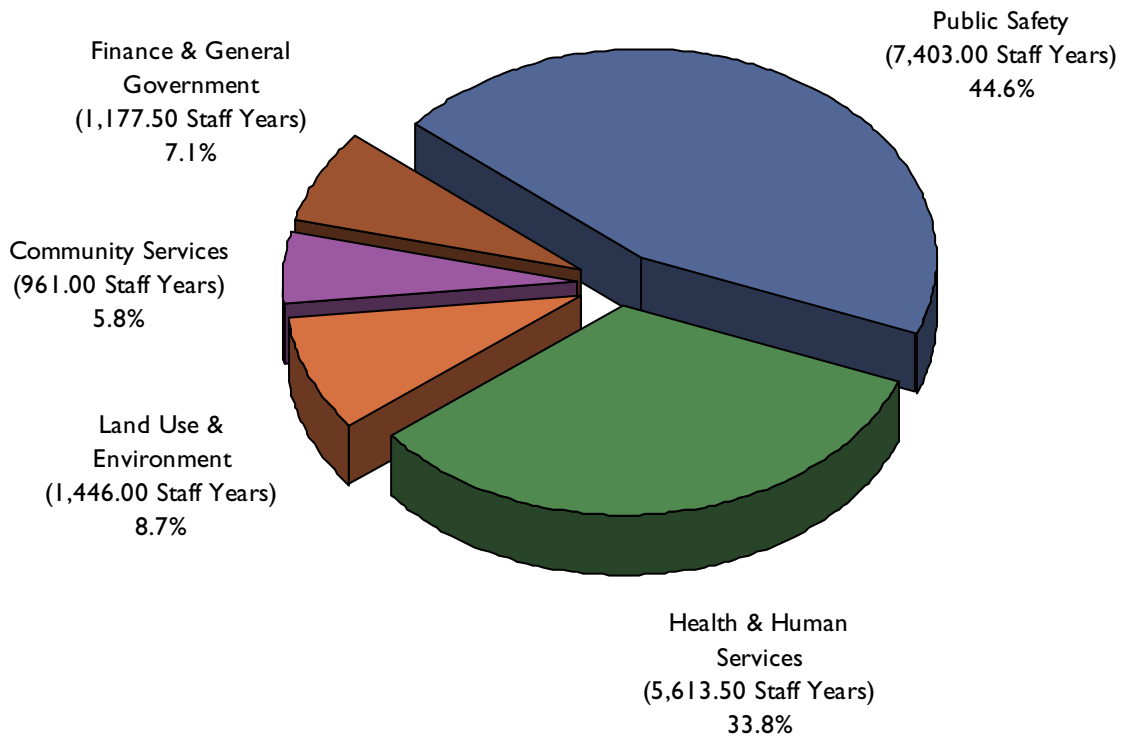
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
Gann Limit	$ 3,433	$ 3,619	$ 3,825	$ 3,897	$ 3,852	$ 3,977	$ 4,164	$ 4,164
Appropriations subject to the limit	$ 1,002	$ 1,287	$ 1,340	$ 1,309	$ 1,264	$ 1,255	$ 1,527	$ 1,527

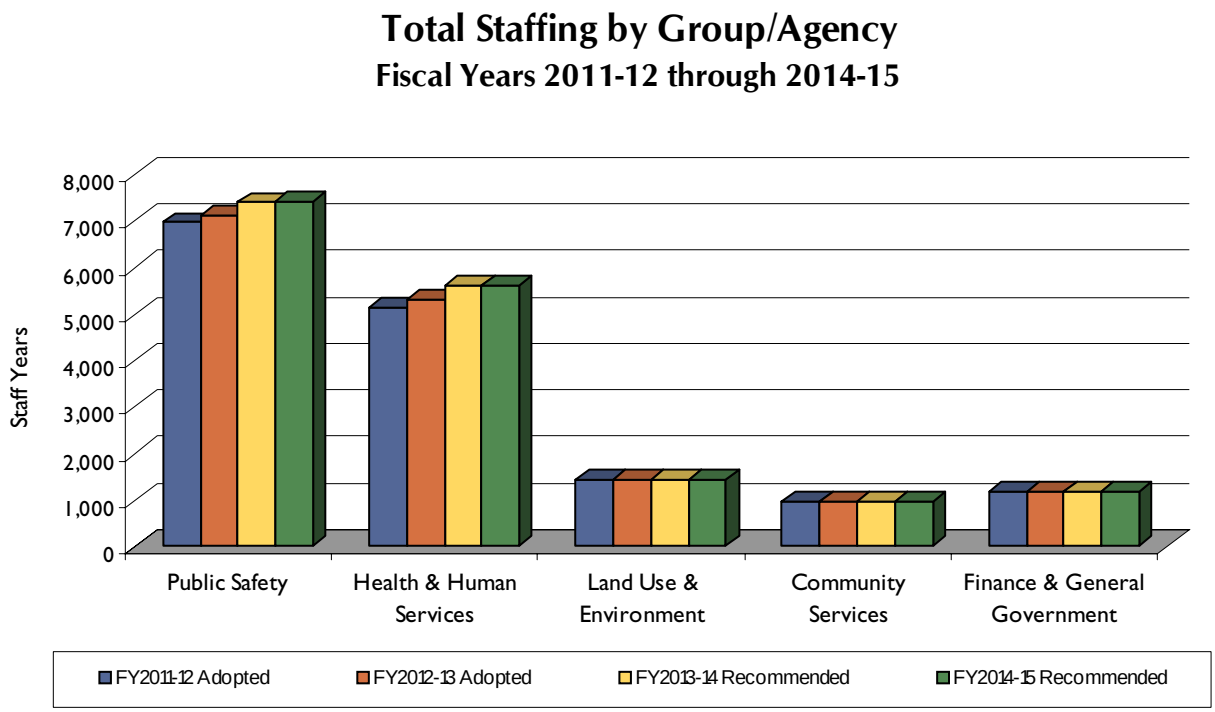
All Funds: Total Staffing

Recommended staff years[1] for Fiscal Year 2013-14 are **590.25 greater** than the Adopted Budget for Fiscal Year 2012-13, an **increase of 3.7% to a total of 16,601.00 staff years**. This net increase is primarily attributable to increased staffing in the Public Safety Group and the Health and Human Services Agency. While overall staffing levels are increasing, there are some departments and programs in which staffing levels are decreasing. Total staff years in Fiscal Year 2014-15 are expected to remain relatively constant at 16,602.00. The staffing changes are summarized below by business group.

Total Staffing by Group/Agency
Fiscal Year 2013-14: 16,601.00 Staff Years



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



Total Staffing by Group/Agency (staff years)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year2014-15 Recommended Budget
Public Safety	6,971.00	7,120.00	7,403.00	4.0	7,404.00
Health & Human Services	5,130.25	5,306.25	5,613.50	5.8	5,613.50
Land Use & Environment	1,456.00	1,451.00	1,446.00	(0.3)	1,446.00
Community Services	963.50	959.00	961.00	0.2	961.00
Finance & General Government	1,166.50	1,174.50	1,177.50	0.3	1,177.50
Total	15,687.25	16,010.75	16,601.00	3.7	16,602.00

The **Public Safety Group (PSG)** has a **net increase of 283.00 staff years, a 4.0% increase**, to align staffing with available revenues and to address key operational requirements.

- District Attorney - increases by 4.00 staff years to address expanding responsibilities. This includes an increase of 2.00 staff years to address the rights of crime victims and 2.00 staff years to address responsibilities associated with the transfer of the parole revocation process to counties as part of Public Safety Realignment.
- Sheriff's Department - increases by a net of 271.00 staff years. This includes an increase of 140.00 staff years for the Women's Detention Facility; 106.00 staff years for the East Mesa Detention Re-Entry and Rehabilitation Facility; 6.00 staff years in Crime Analysis supporting information led policing; 5.00 staff years in Financial Services; 4.00 staff years to support the Court Services Bureau, Civil Division to process documents; 3.00 staff years in Facility Services; 3.00 staff years to support the Human Services Bureau; 2.00 staff years in Homicide to address increased caseload; 1.00 staff year to support emergency planning and 1.00 staff year in the Regional

Crime Laboratory to support the growing number of investigations.

- Medical Examiner - increases by 2.00 staff years to provide support for investigations and to respond to subpoenas and court orders received by the department.
- Probation Department - increase by 1.00 staff year to support evidence-based supervision strategies to improve outcomes of probationers as part of the Smart Probation Project.
- Public Defender - net increase by 6.00 staff years to address increased case responsibilities.
- Child Support Services - net decrease by 1.00 staff year to support shifting funds to a reclassified position within the program.

In Fiscal Year 2014-15, the Public Safety Group anticipates increasing by 1.00 staff year in the Sheriff's Department to support the regional communication system.

The **Health and Human Services Agency (HHSA)** has **an increase of 307.25 staff years or 5.8%**. The increase includes the addition of 265.00 staff years to support Healthy Families program transition to Medi-Cal; 20.00 staff years for the Community Based Care Transitions Program (CCTP); 10.25 staff years related to the passage of Assembly Bill 12, Extended Foster Care; 4.00 staff years to support the Supplemental Nutrition Assistance Program Education (SNAP-Ed) program as well as a net of 8.00 staff years to meet operational needs.

- Regional Operations - increases by 406.00 staff years to support the Healthy Families program transition to Medi-Cal and to enhance quality control in eligibility services. The increase is due to the addition of staff years as well as transfers from other divisions/departments within HHSA.
- Administrative Support - increases by 62.00 staff years to support the Healthy Families program transition to Medi-Cal and HHSA's strategy and innovation efforts. The increase is due to the addition of staff years as well as transfers from other divisions/departments within HHSA.
- Aging and Independence Services - increases by 87.50 staff years to support the CCTP and to form the Public Administrator/Guardian/Conservator. The increase is due to the addition of staff years as well as transfers from other divisions/departments within HHSA.
- Child Welfare Services - increases by 34.50 staff years related to the passage of Assembly Bill 12, Extended Foster Care and based on operational needs. The increase is due to the addition of staff years and transfers from other divisions/departments within HHSA.
- Public Health Services - increases by 0.75 staff years to support SNAP-Ed, offset by transfers to other divisions/departments within HHSA.
- Strategic Planning and Operational Support - decreases by 211.00 staff years due to the dissolution of this division and transfer of operations to the Regional Operations and Administrative Support divisions/departments.
- Behavioral Health Services - decreases by 38.50 staff years due to the transfer of staff years from the Behavioral Health, Conservator Unit to Aging and Independence Services to form the Public Administrator/Guardian/Conservator unit, and transfers to other divisions/departments based on operational needs.
- Public Administrator/Guardian - decreases by 34.00 staff years due to the transfer of staff to Aging and Independence Services.

In Fiscal Year 2014-15, no change in staffing is recommended.

The **Land Use and Environment Group (LUEG)** has a **decrease of 5.00 staff years or 0.3%**.

- Environmental Health - decreases by 1.00 staff year due to workload reduction in the Community Health Division related to changes in x-ray machine inspection methodology.
- Farm and Home Advisor - decreases by 2.00 staff years as a result of operational changes and consolidation of duties.
- Public Works - decreases by a net of 24.00 staff years due to a departmentwide decrease of 11.00 staff years as a result of decreased workload and the decrease of 17.00 staff years due to a mid-year transfer of the Land Development Project Management program to PDS. This is offset by an increase of 4.00 staff years (2.00 staff years in Inactive Waste Landfill program and 2.00 staff years in DPW General Fund Watershed Protection Program) to meet operational needs and additional regulatory responsibilities.
- Planning and Land Use - decreases by 160.00 staff years due to the reduction of 2.00 staff years due to decreased workload and the transfer of 158.00 staff years from the Department of Planning and Land Use (DPLU) to Planning and Development Service (PDS).
- Planning and Development Services - increases by 175.00 staff years due to the transfer of 158.00 staff years from DPLU and the transfer of 17.00 staff years from the Department of Public Works (DPW) due to the consolidation of land development services to PDS as approved by the Board of Supervisors on September 25, 2012.

- Agriculture, Weights and Measures - increases by 7.00 staff years due to operational needs related to additional regulatory responsibilities in the Agricultural Water Quality (AWQ) and Asian Citrus Psyllid (ACP) citrus grove abatement activities programs, offset by the transfer of 2.00 positions from Farm and Home Advisor due to operational changes.

In Fiscal Year 2014-15, no change in staffing is recommended.

The **Community Services Group (CSG)** has **an increase of 2.00 staff years or 0.2%**.

- General Services - increases by 2.00 staff years for dedicated property management services to oversee the administrative support requirements at the County Operations Center and the County Administrative Center campuses.

In Fiscal Year 2014-15, no change in staffing is recommended.

The **Finance and General Government Group (FGG)** has an **increase of 3.00 staff years or 0.3%.**

- County Counsel - increases by 1.00 staff year. The staffing increase results from the addition of a Senior Deputy County Counsel position to address an increase in Health & Human Services Agency (HHSA) legal services workload.
- County Technology Office - increases by 1.00 staff year. The staffing increase results from the addition of a Technology Manager position to support the centralized management of multiple enterprise platforms.
- Department of Human Resources - increases by 1.00 staff year. The staffing increase results from the addition of a Human Resource Analyst position in the Employee Benefits Division to provide customer service and operational activities for two new high deductable medical plans, Health Savings Accounts and limited purpose flexible spending accounts.
- Finance and General Government Group Executive Office - increases by 14.00 staff years. The staffing increase results from the transfer of positions described in the Auditor and Controller section below.
- Auditor and Controller - decreases by 14.00 staff years. The staffing decrease reflects the transfer of the Office of Financial Planning to the Finance and General Government Group Executive Office, including all 13.00 staff years. An additional staff year will also be transferred from the Auditor and Controller Administration Division to the Finance and General Government Group Executive Office for administrative support.

In Fiscal Year 2014-15, no change in staffing is recommended.

More detail on staff year changes can be found in the Group/Agency section that begins on 113.

Total Staffing by Department within Group (staff years)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety	6,971.00	7,120.00	7,403.00	4.0	7,404.00
Public Safety Executive Office	11.00	11.00	11.00	0.0	11.00
District Attorney	1,022.00	978.00	982.00	0.4	982.00
Sheriff	3,812.00	3,896.00	4,167.00	7.0	4,168.00
Child Support Services	472.00	472.00	471.00	(0.2)	471.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	17.00	17.00	17.00	0.0	17.00
Medical Examiner	51.00	52.00	54.00	3.8	54.00
Probation	1,225.00	1,331.00	1,332.00	0.1	1,332.00
Public Defender	344.00	346.00	352.00	1.7	352.00
San Diego County Fire Authority	13.00	13.00	13.00	0.0	13.00
Health & Human Services	5,130.25	5,306.25	5,613.50	5.8	5,613.50
Regional Operations	2,277.00	2,432.00	2,838.00	16.7	2,838.00
Strategic Planning & Operational Support	202.00	211.00	0.00	(100.0)	0.00
Aging and Independence Services	292.50	291.50	379.00	30.0	379.00
Behavioral Health Services	837.50	829.50	791.00	(4.6)	791.00
Child Welfare Services	703.50	717.50	752.00	(4.8)	752.00
Public Health Services	480.75	483.75	484.50	0.2	484.50
Public Administrator / Public Guardian	34.00	34.00	0.00	(100.0)	0.00
Administrative Support	303.00	307.00	369.00	20.0	369.00
Land Use & Environment	1,456.00	1,451.00	1,446.00	(0.3)	1,446.00
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Agriculture, Weights and Measures	150.00	153.00	160.00	4.6	160.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	282.00	281.00	280.00	(0.4)	280.00
Farm and Home Advisor	3.00	2.00	0.00	(100.0)	0.00
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Planning and Land Use	164.00	160.00	0.00	(100.0)	0.00
Planning and Development Services	0.00	0.00	175.00		175.00
Public Works	526.00	524.00	500.00	(4.6)	500.00

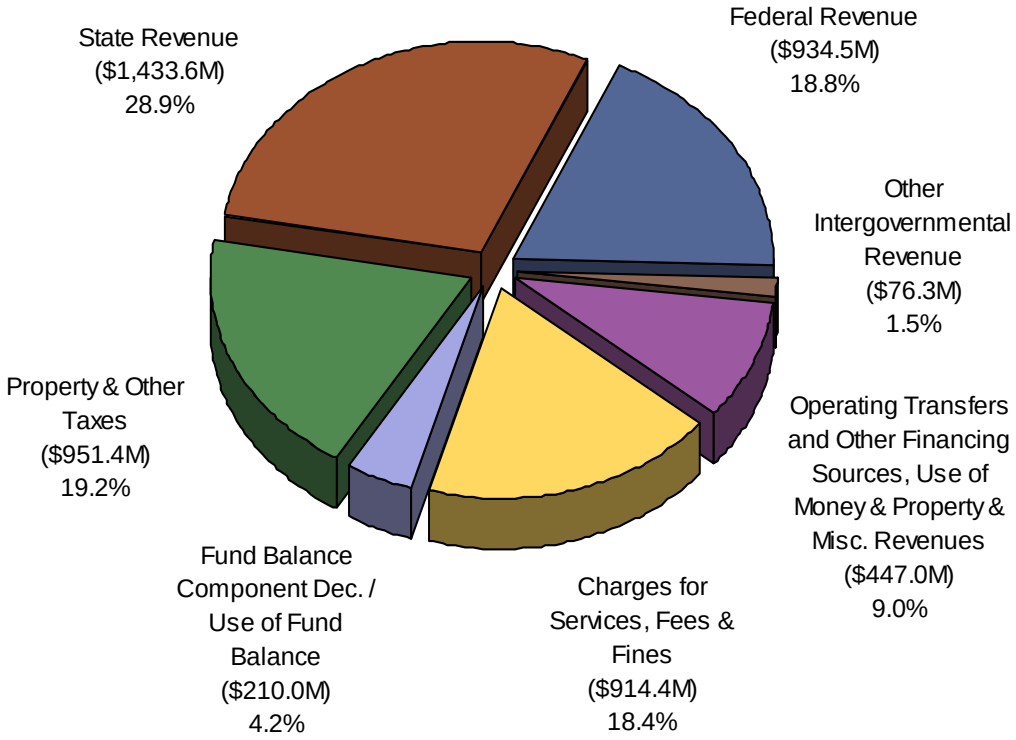
Total Staffing by Department within Group (staff years)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services	963.50	959.00	961.00	0.2	961.00
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	123.00	123.00	0.0	123.00
County Library	280.50	270.00	270.00	0.0	270.00
General Services	331.00	336.00	338.00	0.6	338.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	63.00	64.00	64.00	0.0	64.00
Finance & General Government	1,166.50	1,174.50	1,177.50	0.3	1,177.50
Finance & General Government Executive Office	6.00	7.00	21.00	200.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor/Recorder/County Clerk	397.50	410.50	410.50	0.0	410.50
Treasurer-Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	246.50	232.50	(5.7)	232.50
County Technology Office	16.00	16.00	17.00	6.3	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	36.00	27.00	27.00	0.0	27.00
County Counsel	135.00	135.00	136.00	0.7	136.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	112.00	114.00	115.00	0.9	115.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
County Total	15,687.25	16,010.75	16,601.00	3.7	16,602.00

All Funds: Total Funding Sources

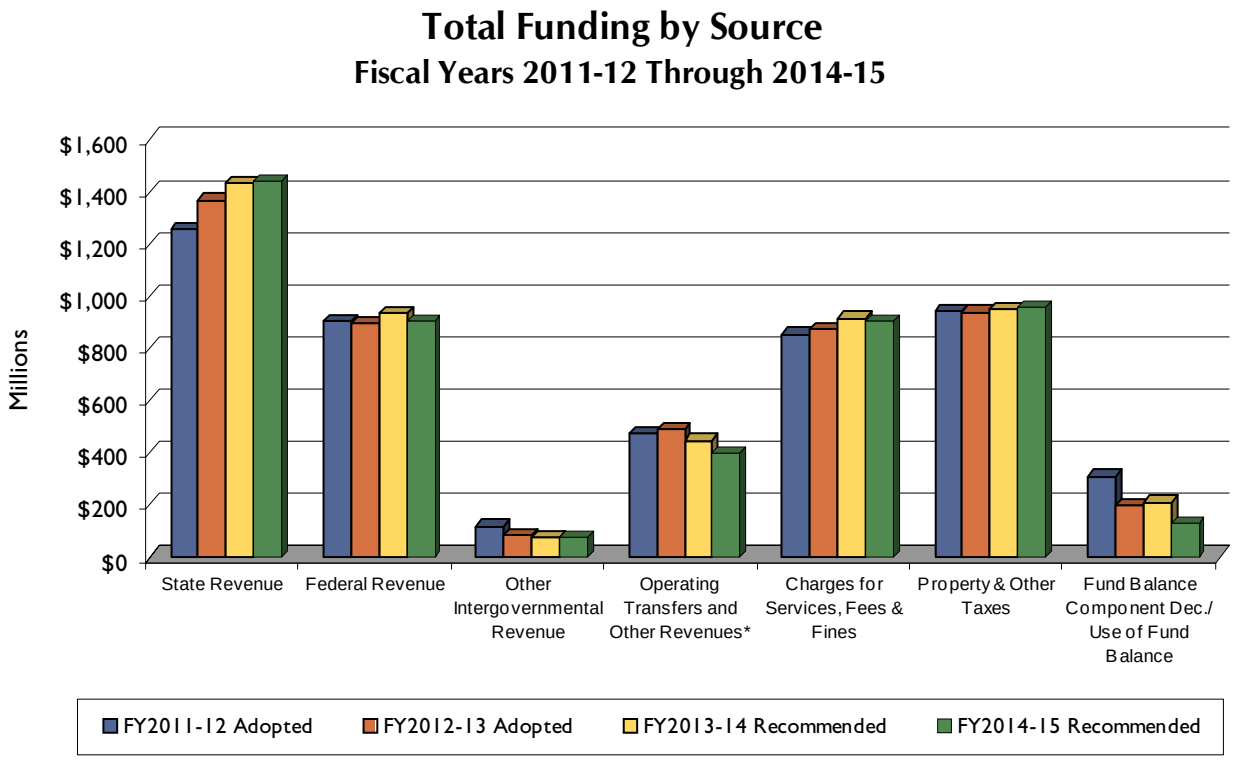
Total Funding by Source

Total resources available to support County services for **Fiscal Year 2013-14 are $4.97 billion, an increase of $122.0 million or 2.5%** from the Fiscal Year 2012-13 Adopted Budget. Total resources decrease by $156.2 million or 3.1% to $4.81 billion in Fiscal Year 2014-15. For Fiscal Year 2013-14, the combination of State Revenue ($1.4 billion), Federal Revenue ($934.5 million) and Other Intergovernmental Revenue ($76.3 million) supplies 49.2% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 9.0% of the funding sources ($447.0 million). Another 18.4% ($914.4 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 4.2% ($210.0 million) of the funding sources.

Total Funding by Source
Fiscal Year 2013-14: $4.97 billion



Finally, revenues in the Property and Other Taxes category received from property taxes, property tax in lieu of vehicle license fees, the Teeter program, sales and use tax, real property transfer tax, transient occupancy tax and miscellaneous other revenues account for 19.2% ($951.4 million) of the financing sources for the County's budget. The majority of the revenues in this category (95.3%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



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

Total Funding by Source (in millions)

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
State Revenue	$ 1,257.2	$ 1,367.7	$ 1,433.6	4.8	$ 1,441.4
Federal Revenue	905.7	898.1	934.5	4.1	905.8
Other Intergovernmental Revenue	117.9	84.1	76.3	(9.3)	76.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	475.8	487.3	447.0	(8.3)	396.6
Charges for Services, Fees, and Fines	854.6	873.2	914.4	4.7	901.9
Property & Other Taxes	939.5	938.3	951.4	1.4	959.4
Fund Balance Component Decrease	22.2	0.5	3.4	517.7	11.0
Use of Fund Balance	286.7	196.1	206.7	5.4	118.6
Total	$ 4,859.6	$ 4,845.2	$ 4,967.2	2.5	$ 4,811.0

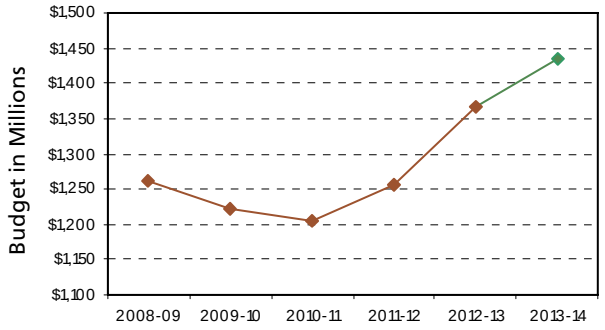
Overall Change

The $122.0 million increase in the Fiscal Year 2013-14 Recommended Budget is the net of increases in some funding sources and decreases in others. In the table on the previous page, State Revenue, Federal Revenue, Property and Other Taxes, Fund Balance Component Decrease/Use of Fund Balance and Charges for Services, Fees and Fines increase a combined $170.1 million. Reductions totaling $48.1 million are in the Other Intergovernmental Revenue and the Operating Transfers and Other Financing Sources category. The General Fund Financing Sources section beginning on page 64 addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

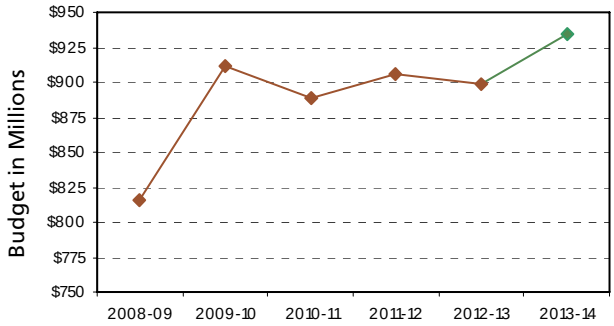
State Revenue **increases by $65.9 million or 4.8%** overall in Fiscal Year 2013-14.



The increases in State Revenue are in the Health and Human Services Agency (HHSA) of $42.1 million and in Public Safety Group (PSG) of $25.6 million offset by decreases in the Land Use and Environment Group (LUEG) of $1.2 million, in Finance Other (FO) of $0.4 million and in the Community Services Group (CSG) of $0.2 million. The increase in (PSG) includes an estimated increase in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, sales tax revenues of $15.5 million (see the General Fund Financing Sources section on page 64 for more details). The remainder of the increases are predominantly in the General Fund ($50.5 million) which are discussed in detail the General Fund Financing Section. There is an offsetting decrease of $0.2 million in LUEG mainly in Air Pollution Control District (APCD) due to completion of mobile source emission incentive programs.

Federal Revenue

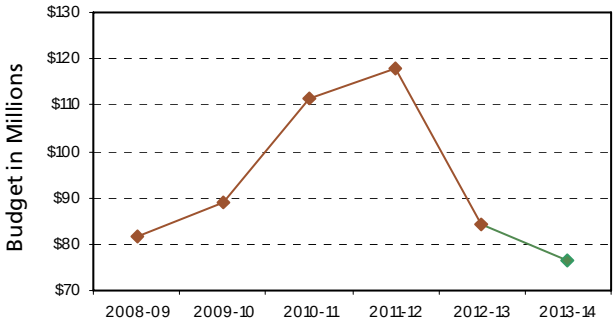
Federal Revenue **increases by $36.4 million or 4.1%** overall in Fiscal Year 2013-14.



A net increase of $32.4 million is in the General Fund, and is largely due to increases in HHSA, PSG and CSG. See the General Fund Financing Sources section for additional details related to these changes. Outside of the General Fund, there is a total increase of $4.0 million primarily in LUEG, in DPW, due to increased funding in Federal Management Assistance Homeland Security grant for Wing Avenue Drainage project, in Federal Highway Administration projects and in APCD for a new grant to establish a Near-Roadway Nitrogen Dioxide monitoring Site on heavily trafficked roads offset by a decrease in the Capital Program related to the removal in funding of various prior year one-time funding for capital projects offset by a projected increase in SB1128, *Medi-Cal: Provider Reimbursement (1999),* reimbursement to Edgemoor Development Fund.

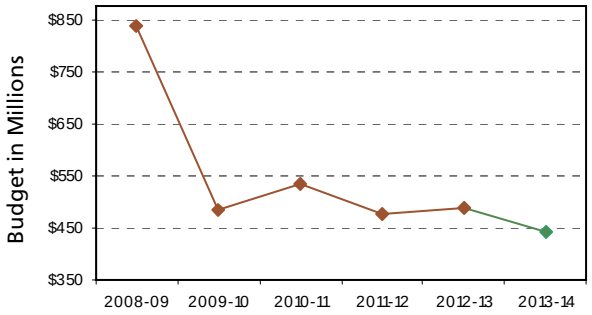
Other Intergovernmental Revenue

Other Intergovernmental Revenue **decreases by a net of $7.8 million or 9.3%** overall in Fiscal Year 2013-14.



The decrease is primarily outside of the General Fund ($6.3 million) predominantly in the Capital Program for prior year funding of Cedar and Kettner Development project supported by Aid from Redevelopment Successor Agencies. The decrease is offset by increases in CSG in the County Library and in HHSA for increased ambulance transport fees in CSA 17 San Dieguito Ambulance. The balance of the net decreases are primarily in PSG and CSG both of which are discussed in the General Fund Financing section.

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



- Other Financing Sources (primarily Operating Transfers between funds) **decreases by a net of $34.5 million or 8.9%.** The most significant changes include a decrease of $31.8 million in the Capital Program, a decrease of $8.6 million in CSG and a decrease of $0.3 million in LUEG , offset by increases in FGG of $0.6 million. The decrease in the Capital Program is primarily attributable to the removal of prior year one-time funding for the following projects: Cedar and Kettner Development, County Operations Center (COC) and Annex Redevelopment - Annex Occupant Relocation, Agua Caliente Park Water and the East Mesa Detention Re-Entry and Rehabilitation Facility.

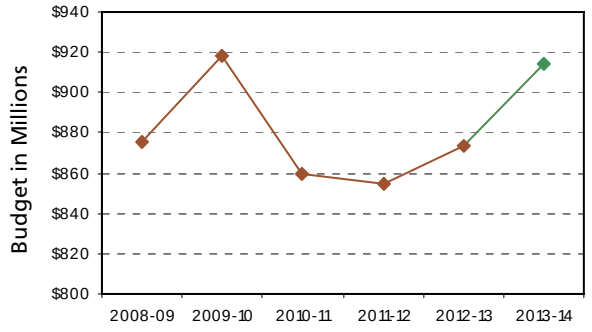
  The $9.5 million decrease in CSG is largely in the Purchasing and Contracting Internal Service Fund (ISF) as a result of Documentum system maintenance and oversight responsibilities shifting to County Technology Office and in the General Services ISF due to reduced funding for energy efficiency projects. The $0.3 million decrease in LUEG is in DPW mainly for the transfers between Road Fund and Road Fund Equipment Acquisition ISF and Wastewater Enterpirse Fund to Liquid Waste Equipment Acquisition ISF. The $0.6 million increase in FGG for increase in costs for ERP system licenses and other related expenditures.

- Revenue from Use of Money & Property decreases by a net of **$8.9 million or 15.1%** in Fiscal Year 2013-14. Changes include:
  - Decrease of $4.5 million in HHSA Tobacco Settlement Fund for interest on deposits.
  - Decrease of $2.6 million in the Capital Program primarily in Edgemoor Development, CAC Waterfront Park and Cedar Kettner Development.
  - Decrease of $1.2 million in CSG primarily due to increased operating leases of County-owned properties
  - Decrease of $0.1 million in Finance Other for Workers' Compensation ISF and Public Liability ISF.
  - Increase of $1.0 million in LUEG related to increased rental rates on equipment in the Equipment Operations ISF and on properties owned by County airports and also increase on tie down and landing fees at County airports. The increase is offset by a decrease due to declining interest earnings on investments and deposits and lower fuel sales at County airports.
  - Increase of $0.3 million in PSG Sheriff Department due to increased revenues for inmate telephone system contract, for lease agreements in wireless services and for rents and concessions for Otay Mesa Detention Facility.
  - Additional decreases of $1.9 million is in the General Fund which is further discussed in that section.

- Miscellaneous Revenues **increases by $3.1 million or 7.5%**. The increases are primarily in the Capital program ($4.4 million) for the Assesor/Recorder/CountyClerk (ARCC) El Cajon Branch Office and Tijuana River Valley Regional Trails, in PSG ($0.3 million) in Sheriff for increased sales of commissary goods to inmates and in CSG ($0.2 million) for reimbursement related to energy-efficient programs.

  In the General Fund, there is a net decrease of $1.7 million. Please see the General Fund Financing section for more information.

Charges for Services, Fees and Fines

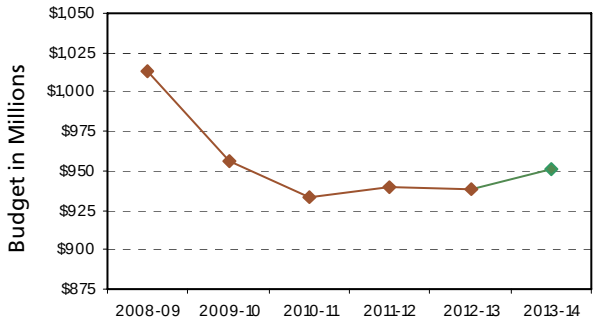


- Charges for Current Services **increases by $41.7 million or 5.4%.** Of this total, an increase of $14.3 million is in FGG, primarily in the County Technology Office due to planned information technology (IT) services to various departments; an increase of $9.7 million in CSG for services provided by General Services to client department's based on operational needs; an increase of $6.8 million in Finance Other is due to additional charges to departments in the Workers' Compensation Employee Benefit ISF; and offset by a net decrease of $4.4 million in LUEG, primarily in DPW, due to transfer of staffing for private development projects to PDS, fewer sanitation capital improvement projects, fewer customer in sanitation sewer service, decreased operating cost in solid waste resulting in reduced fees, and due to near completion of projects.

  In addition, a $15.2 million net increase is in the General Fund which includes: $7.0 million in LUEG, $4.9 million in FGG, $4.8 million in PSG, and $1.0 million in HHSA; offset by a decrease of $2.5 million in CSG, all of which are discussed in the General Fund Financing section.
- Licenses, Permits & Franchises **increases by $1.3 million or 2.6%.** An increase of $0.5 million is in LUEG to reflect implementation of increased fees in APCD. The remaining increase of $.7 million is discussed in the General Fund Financing section.
- Fines, Forfeitures & Penalties **decreases by $1.8 million or 3.4%.** Please see the General Fund Financing section for details.

Property and Other Taxes

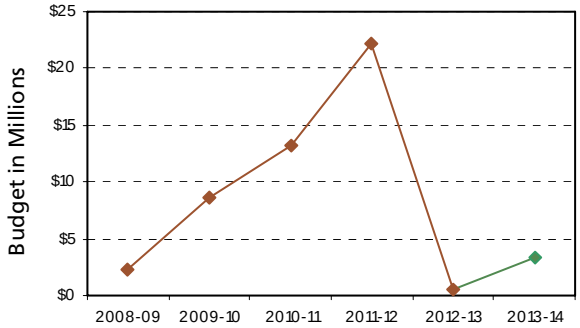
Property and Other Taxes **increases by $13.1 million or 1.4%.**



The overall increases are primarily in the General Fund Financing section. Outside of the General Fund, there is an increase of $0.9 million in LUEG due increase in capital improvement projects in the DPW Road Fund funded by TransNet sales tax.

Fund Balance Component Decreases

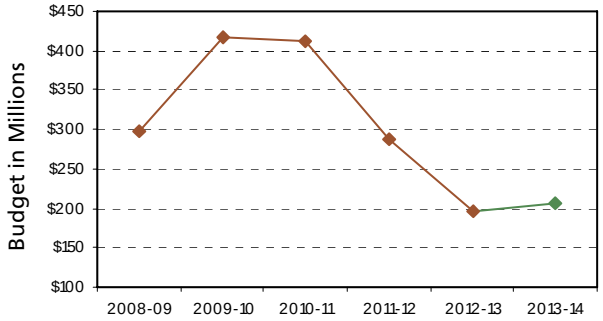
The use of Fund Balance Component Decreases **grew by $2.8 million or 517.7%** compared to Fiscal Year 2012-13.



The increases in this category are in LUEG in DPW for Lakeside and Wintergarden service area projects in the San Diego County Sanitation District. Additional increase, also in LUEG is discussed in the General Fund Financing section.

Use of Fund Balance

Finally, the Use of Fund Balance **increases by $10.6 million or 5.4%.**



This increase is primarily in the General Fund which is discussed in that section. These increases are offset by decreases outside of the General Fund due to prior-year funding and normal fluctuations in one-time projects.

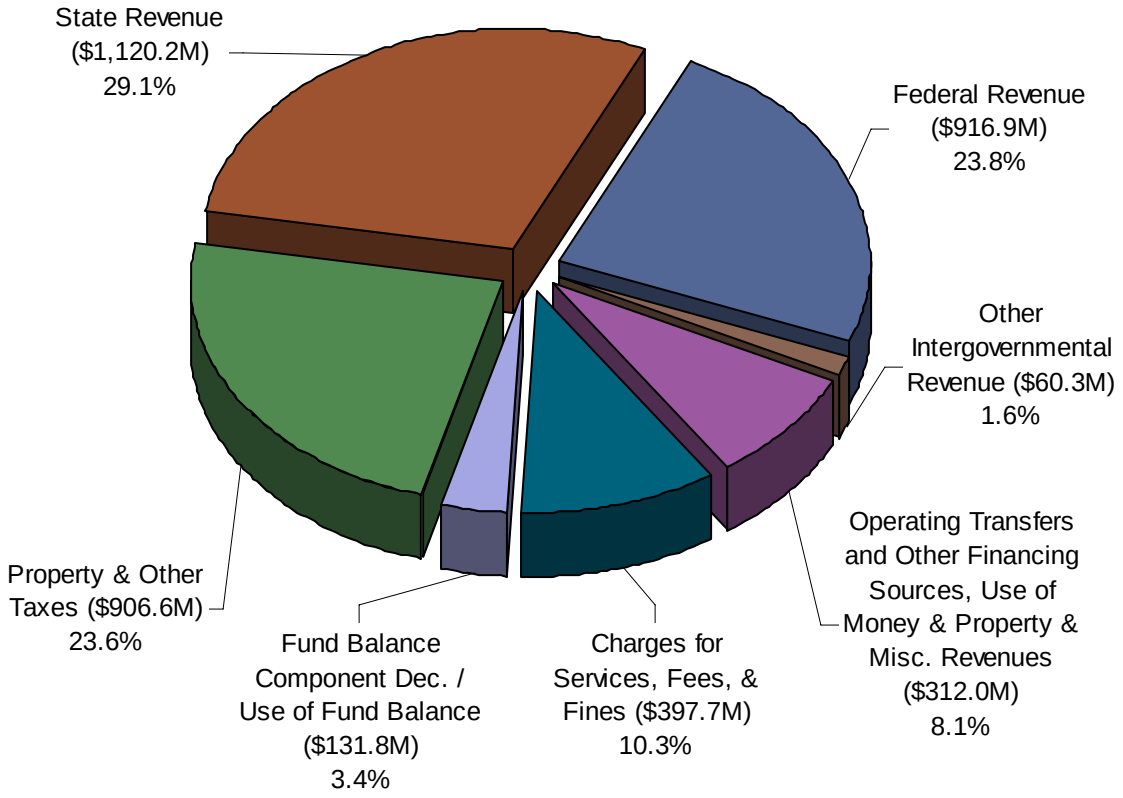
See the Group/Agency section beginning on page 113 for the breakdown of financing sources by department.

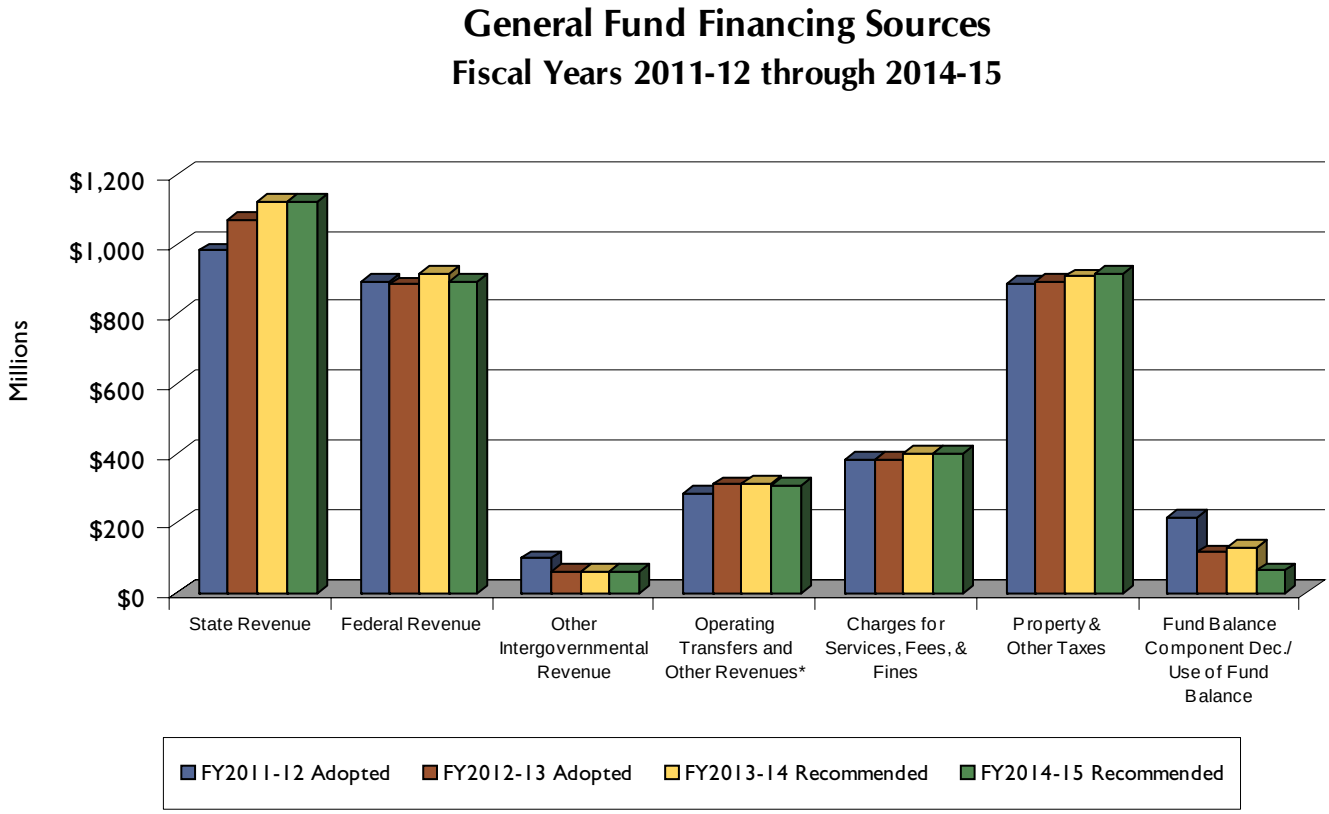
Summary of General Fund Financing Sources

General Fund Financing Sources - Overview

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Recommended Operational Plan, **General Fund Financing Sources total $3.85 billion** for Fiscal Year 2013-14, **a $126.6 million or 3.4% increase** from the Fiscal Year 2012-13 Adopted Budget. In comparison, the ten year average annual growth rate through Fiscal Year 2013-14 was 3.3%. The increase in Fiscal Year 2013-14 is primarily in program revenues. General Fund Financing Sources are expected to decrease by $82.7 million or 2.2% in Fiscal Year 2014-15 primarily due to a reduction in the use of one-time resources.

General Fund Financing Sources
Fiscal Year 2013-14: $3.85 billion





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

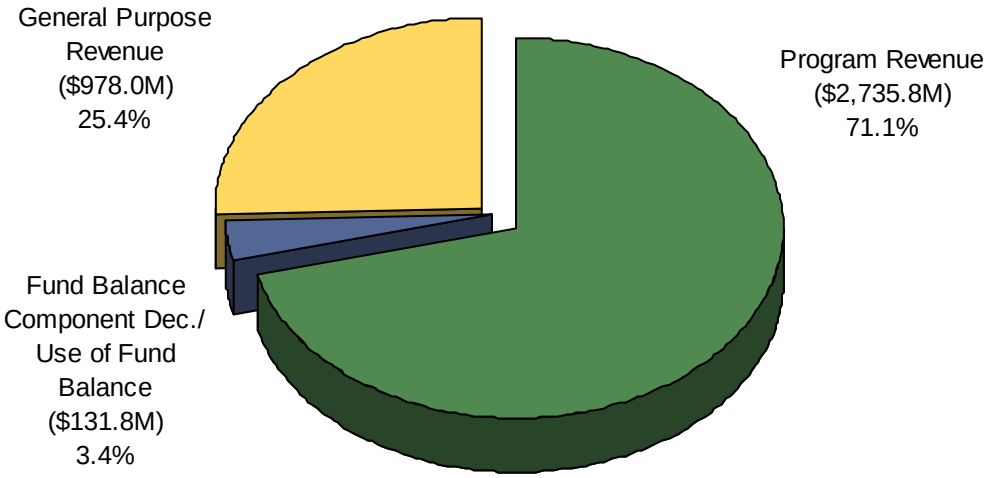
General Fund Financing Sources (in millions)

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
State Revenue	$ 981.7	$ 1,069.7	$ 1,120.2	4.7	$ 1,122.7
Federal Revenue	890.3	884.5	916.9	3.7	893.6
Other Intergovernmental Revenue	98.5	61.9	60.3	(2.6)	60.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	284.9	310.0	312.0	0.6	308.4
Charges for Services, Fees, & Fines	384.0	383.5	397.7	3.7	398.7
Property & Other Taxes	887.5	894.3	906.6	1.4	914.6
Fund Balance Component Decreases	5.9	0.5	0.8	48.9	9.0
Use of Fund Balance	210.1	114.5	131.0	14.4	55.2
Total	$ 3,742.8	$ 3,718.9	$ 3,845.5	3.4	$ 3,762.8

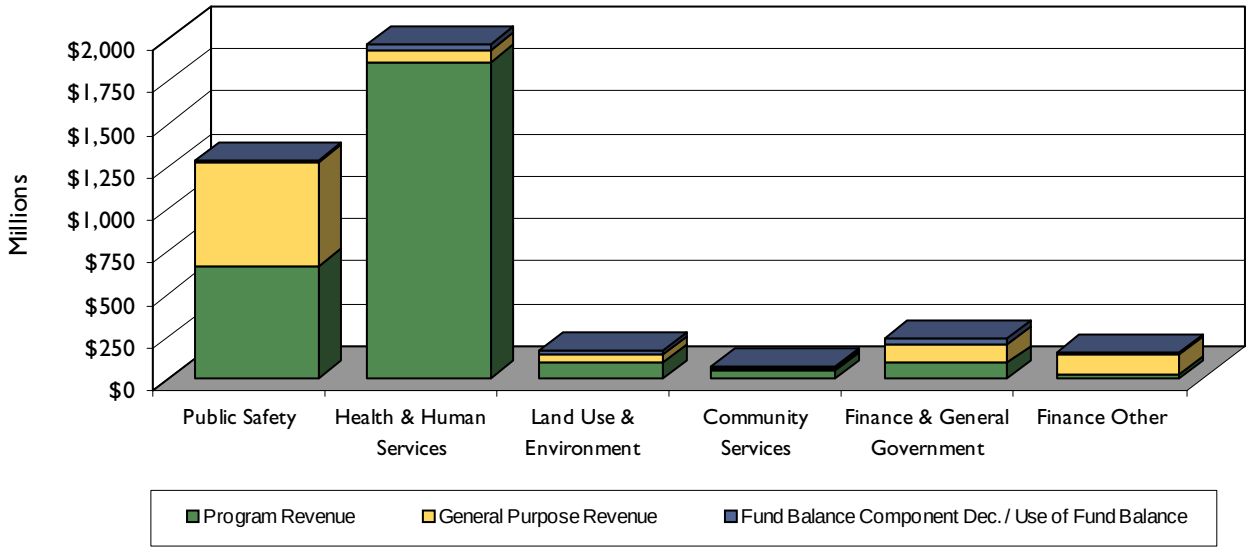
General Fund Financing Sources by Category

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

General Fund Financing Sources by Category
Fiscal Year 2013-14: $3.85 billion

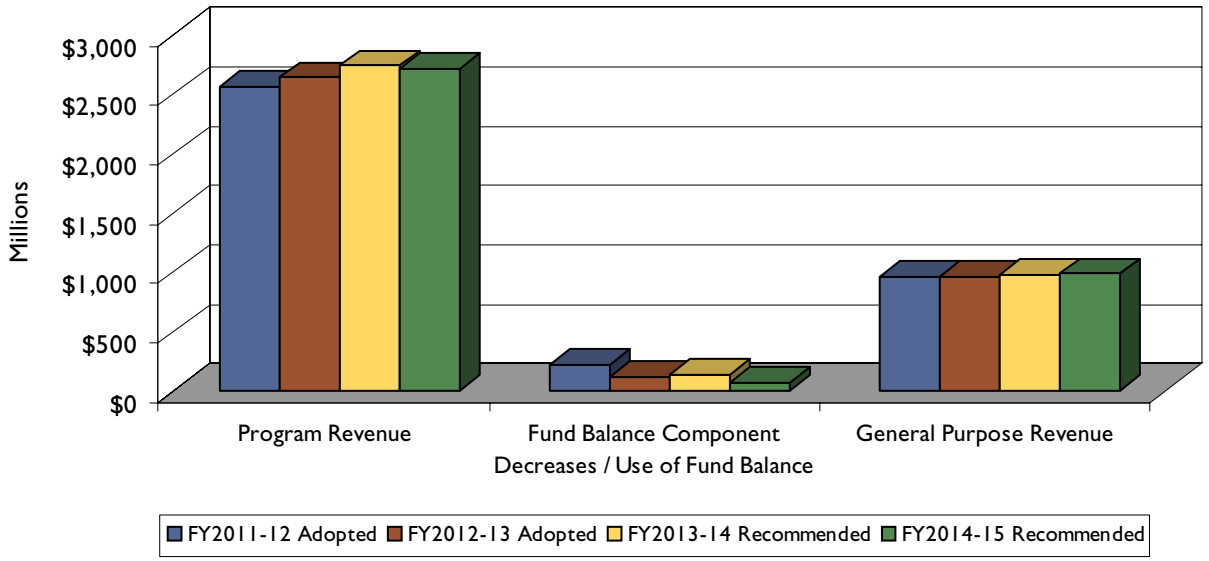


General Fund Financing by Group and Category
Fiscal Year 2013-14: $3.85 billion



In Fiscal Year 2013-14, Program Revenue increases by 3.8% ($99.0 million), the Fund Balance Component Decreases/Use of Fund Balance increases by 14.6% ($16.8 million) and General Purpose Revenue (GPR) increases by 1.1% ($10.9 million) from the Fiscal Year 2012-13 Adopted Budget. In Fiscal Year 2014-15, GPR is projected to increase by 0.8% ($8.2 million), Program Revenue is projected to decline by 0.9% ($23.3 million) and the planned use of fund balance is expected to decline by 51.3% ($67.5 million). Uses of fund balance in Fiscal Year 2014-15 are tentative and subject to revision during the next Operational Plan development cycle.

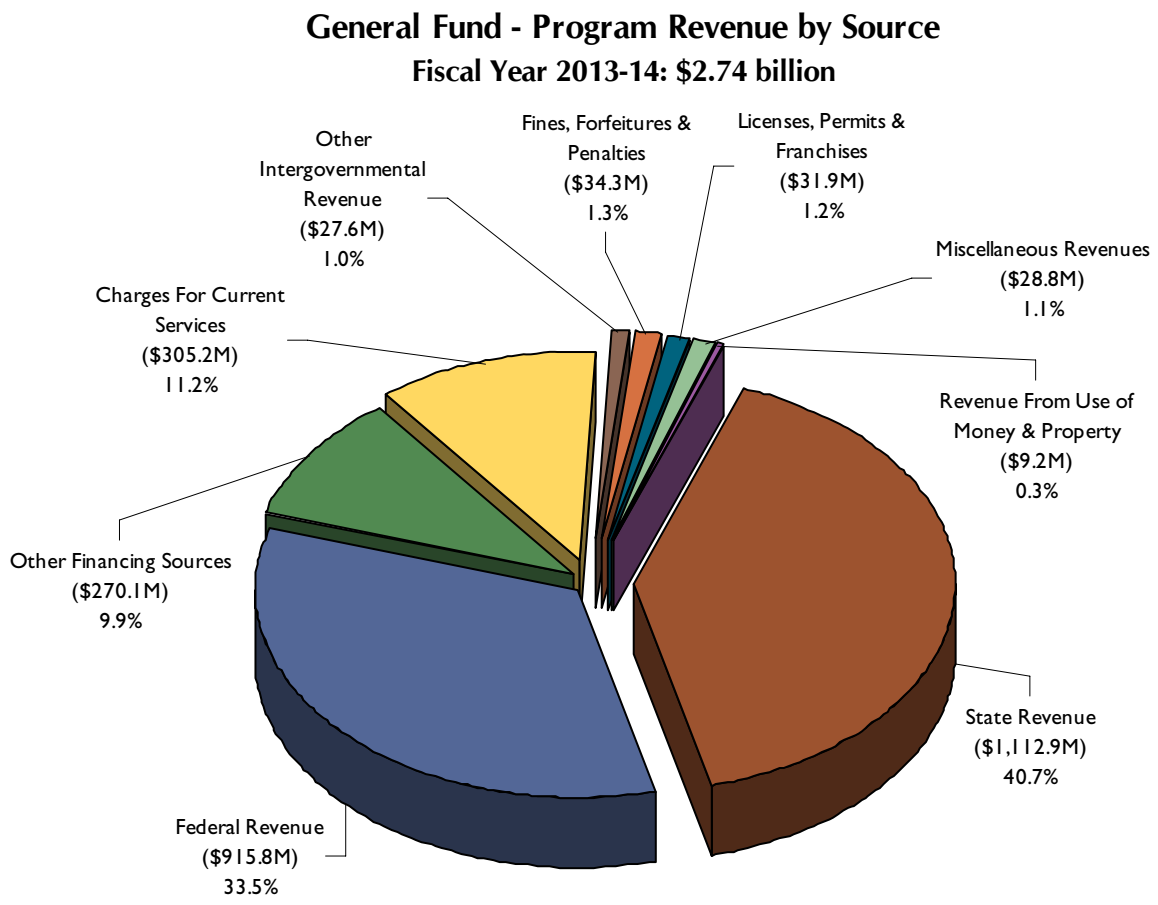
General Fund Financing Sources by Category
Fiscal Years 2011-12 Through 2014-15



General Fund Financing Sources by Category (in millions)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Program Revenue	$ 2,562.4	$ 2,636.8	$ 2,735.8	3.8	$ 2,712.4
Fund Balance Component Decreases / Use of Fund Balance	216.0	115.0	131.8	14.6	64.2
General Purpose Revenue	964.4	967.1	978.0	1.1	986.1
Total	$ 3,742.8	$ 3,718.9	$ 3,845.5	3.4	$ 3,762.8

General Fund - Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which it is associated. This revenue makes up 71.1% of General Fund financing sources in Fiscal Year 2013-14, and is derived primarily from State and federal subventions and grants, and from charges and fees earned by specific programs. Of the County's Program Revenue, the Health and Human Services Agency manages 67.8%, the Public Safety Group manages 23.8% and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 3.8% ($99.0 million) from the Fiscal Year 2012-13 Adopted Budget compared to an average annual growth for the last ten years of 3.3%.



General Fund - Program Revenue by Source (in millions)					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
State Revenue	$ 976.8	$ 1,062.0	$ 1,112.9	4.8	$ 1,115.3
Federal Revenue	889.2	883.4	915.8	3.7	892.5
Other Financing Sources	241.5	264.6	270.1	2.1	271.3
Charges For Current Services	290.4	289.9	305.2	5.3	306.8
Other Intergovernmental Revenue	63.6	29.8	27.6	(7.4)	27.8
Fines, Forfeitures & Penalties	34.8	35.1	34.3	(2.1)	31.9
Licenses, Permits & Franchises	31.3	31.0	31.9	2.6	33.6
Miscellaneous Revenues	24.7	30.5	28.8	(5.7)	24.4
Revenue From Use of Money & Property	10.2	10.5	9.2	(12.3)	8.9
Total	$ 2,562.4	$ 2,636.8	$ 2,735.8	3.8	$ 2,712.4

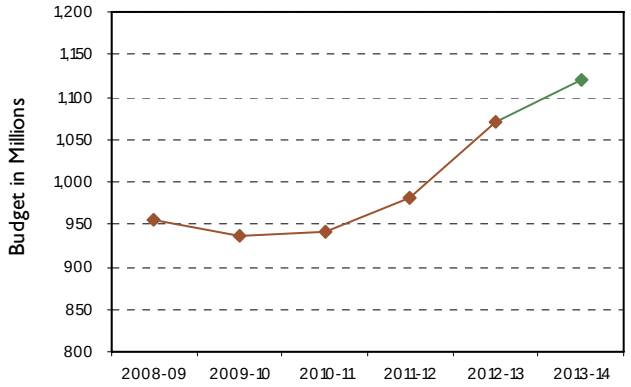
General Fund - Change in Program Revenue

The $99.0 million increase in Program Revenue in the Fiscal Year 2013-14 Recommended Budget is the net of increases and decreases in various funding sources. As indicated in the table on the previous page, State Revenue, Federal Revenue, Other Financing Sources, Charges for Current Services, and Licenses, Permits & Franchises increase a combined $104.9 million. Reductions totaling $2.6 million are in the categories of Other Intergovernmental Revenue, Fines, Forfeitures & Penalties, Miscellaneous Revenues and Revenue from the Use of Money & Property.

General Fund - Change in Program Revenue by Source

State Revenue

State Revenue **increases by $50.9 million or 4.8%** in Fiscal Year 2013-14.

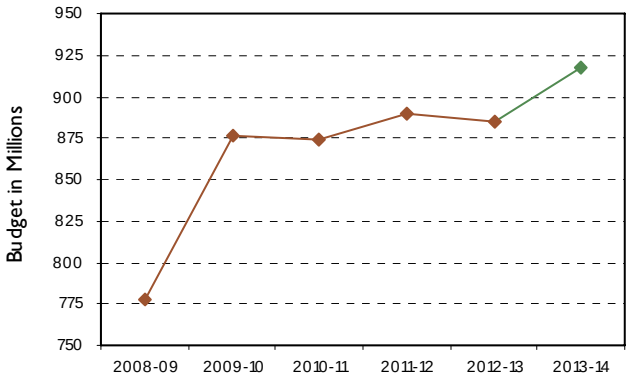


Of this total, the increase is largely due to an increase of $42.1 million in the Health and Human Services Agency (HHSA), primarily the result of increased social services and mental health realignment as well as State revenue associated with the transition of the Healthy Families program to Medi-Cal. Additionally there is a $10.1 million increase in the Public Safety Group (PSG) resulting from increased 2011 Realignment for Public Safety revenue.

There are decreases in the Land Use and Environment Group (LUEG) of $1.0 million in Agriculture Weights and Measures (AWM) mainly due to reduced contract revenue in the Plant Health and Pest Prevention Program and in the Department of Environmental Health (DEH) related to completion of an electronic hazardous materials reporting system and from reduced revenues in the Radiological Health Program, Homeland Security initiatives for emergency response training and equipment and CalRecycle Tire Enforcement funding. A decrease is also seen in the Community Services Group (CSG) of $0.3 million mainly due to decreased CalHome State Funding as a result of a lower number of completed First Time Homebuyer Assistance loans in Housing and Community Development (HCD).

Federal Revenue

Federal Revenue **increases by a net of $32.4 million or 3.7%.**



Federal Revenue increases in HHSA by $30.0 million, in PSG by $2.2 million and in CSG by $0.3 million, partially offset by a decrease in LUEG of $0.1 million.

The net increase of $30.0 million in HHSA is predominantly in the In Home Supportive Services and the Community Based Care Transitions Program (CCTP) and other social services, behavioral health and public health programs.

The net increase in PSG of $2.2 million is primarily in the San Diego County Fire Authority due to the rebudget of revenue for the Dead, Dying and Diseased Tree grant program.

The increase of $0.3 million in CSG is in HCD and is associated with one-time carryover of remaining prior year Community Development Block Grant (CDBG), Emergency Shelter Grants (ESG) and Housing Opportunities for Persons With Aids (HOPWA) revenues.

The $0.1 million net decrease in LUEG is largely in Planning and Development Services (PDS) primarily attributed to Cooperative Endangered Species Conservation and in the Department of Environmental Health (DEH) for Energy Efficiency Conservation Block Grant.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of $5.6 million or 2.1%**. This is a result of an increase of $5.8 million in PSG offset by $0.2 million decrease in CSG.

The $5.8 million increase in PSG is primarily due to funding

from Proposition 172. More information about Proposition 172 funding appears in the following section. The $0.2 million decrease in CSG is a result of funding reduction in energy-efficiency projects.

Charges For Current Services

Charges For Current Services increases by $15.2 million or 5.3%.

Revenues increase by $7.0 million in LUEG, $4.9 million in the Finance and General Government Group (FGG), $4.8 million in PSG and $1.0 million in HHSA and are offset by a decrease of $2.5 million in CSG.

- In LUEG, the increases are in PDS due to the transfer of funding from the consolidation of land development services and in the Department of Public Works (DPW) mainly for Fallbrook 1C burn site construction project and other capital improvement works and projects.
- In FGG, the increases are largely in the Assessor/Recorder/County Clerk based on anticipated increase in document recordings and redaction projects, in County Counsel due to projected increase in workloads and slight adjustments to attorney/paralegal fees, in the FGG Executive Office related to external department overhead payments (A-87) for enterprise resource planning system support, in Human Resources due to external department overhead payments (A-87) for human resource service support, in Treasurer-Tax Collector (TTC) for increase of banking services pooled money offsets related to direct services activity and in the Clerk of the Board (COB) due to increased passport acceptance and photo service.
- In PSG, the $4.8 million increase is in the Sheriff due to the increase in revenue for contracted law enforcement services to cities, transit entities and tribes and in Child Support Services for the redirection of Recovered Cost revenue to local child support agencies.
- In HHSA, the $1.0 million increase is associated with Child Abuse fees and San Diego First Five Commission funding in Child Welfare Services, as well as an increase in Inpatient Health.
- The CSG decrease of $2.5 milllion is largely in the Registrar of Voters as a result of a lower number of billable jurisdictions participating in the 2014 Gubernatorial Primary Election as compared to the 2012 Presidential General Election.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **decreases by $2.2 million or 7.4%.** This decrease is largely in PSG predominantly in the San Diego County Fire Authority to re-classify revenue for the Dead, Dying and Diseased Tree Grant Program to federal revenue. There is also a decrease in CSG of $0.6 million in HCD due to reduction in funding allocation in Aid from the Housing Authority for program administration. There are small increases to offset the decreases: in HHSA ($0.4 million) for various revenues in Public Health Services to align with allocations and in LUEG of $0.2 million in PDS due to the consolidation of land development services.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decrease by $0.7 million or 2.1%**, primarily in PSG in Contributions to Trial Courts to align budget with actual revenues received.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increase by $0.8 million or 2.6%**, primarily in LUEG, for the increased cap of State fees for measuring devices, in phytosanitary certificate insurance in AWM and for Food and Housing Division and Hazardous Materials Management Division permit revenues in DEH.

Miscellaneous Revenues

Miscellaneous Revenues **decreases by $1.7 million or 5.7%.**

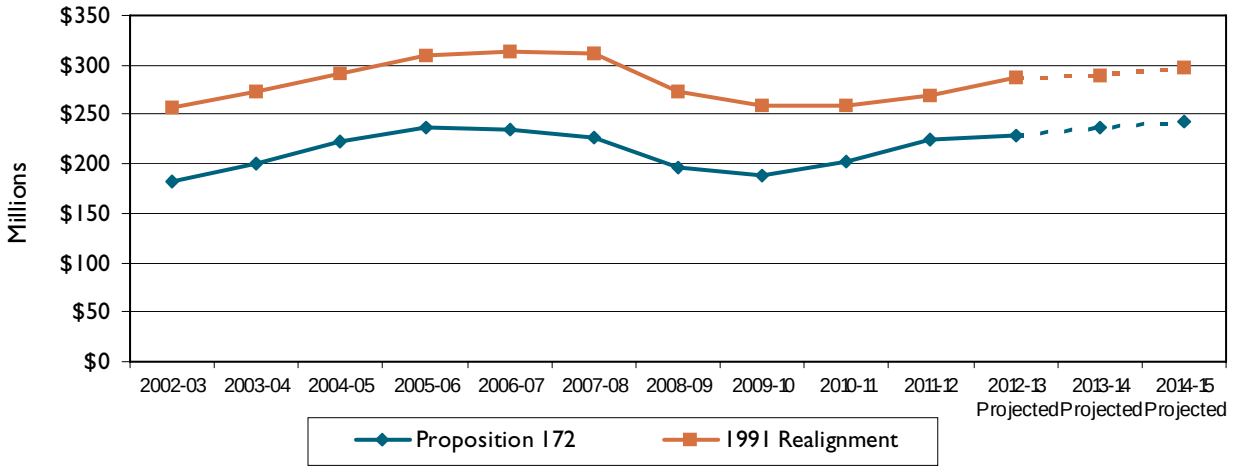
Decreases include: $3.4 million in HHSA due to the discontinuance of contracts with school districts in Behavioral Health Services and transfer of revenues in the Transitional Housing Program to Intergovernmental revenue in Child Welfare Services; $1.7 million in LUEG for an adjustment to transfer revenue for Land Use projects processing to the Charges for Current Services category, for one-time funding for the Business Case Management System (BCMS) and other one-time projects in DEH and for decreased funding available from the Stormwater Trust Fund for the Watershed Protection Program.

The decreases are offset by increases in PSG of $2.7 million due to an increase of planned reimbursement from the RCS Trust Funds and the Cal-ID Equipment Replacement/System Enhancement Trust Fund, and in FGG as a result of an electronic payment solution in Auditor and Controller, an increase in cost reimbursement from the Employee Benefits ISF for Workers' Compensation and an anticipated increase in the Treasurer-Tax Collector from overall effects of the economy.

Revenue from Use of Money & Property

Revenue from Use of Money & Property **decreases by $1.3 million or 12.3%**. The primary source of the decrease is in PSG associated with the termination of lease revenue pursuant to the terms of court facility transfer agreements.

Proposition 172 and 1991 Realignment Sales Tax Revenue
Fiscal Year 2002-03 to Fiscal Year 2014-15



Note: 2002-03 to 2011-12 figures represent actual revenues. Fiscal Year 2012-13 figures represent projected revenues as of December 31, 2012. Fiscal Year 2013-14 and 2014-15 figures represent projected revenue as included in the Fiscal Year 2013-15 CAO Recommended Operational Plan. Starting in 2011, the 1991 Realignment has been adjusted to exclude funding for Mental Health support that was transferred to the 2011 Realignment. Also beginning in 2011, CalWORKs funding has been incorporated into the 1991 Realignment.

Select General Fund Program Revenues

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 113 for more specific information on the various other program revenues.

- *1991 and 2011 Health and Human Services Realignment Revenues* **($523.5 million in Fiscal Year 2013-14 and $536.2 million in Fiscal Year 2014-15)** are projected to be received from the State to support health and social services programs. The term 1991 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. In Fiscal Year 2011-12 the State further realigned an additional amount of social services and behavioral health services over a two-year period (some additional mental health programs were realigned in Fiscal Year 2012-13) and as in 1991, the State dedicated additional sales tax revenues to support them.

  For Fiscal Year 2013-14, it is projected that 26.8% of the HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal year 2010-11, the last year prior to the implementation of 2011 Realignment. These revenues are projected to increase by 11.3% ($53.5 million) compared to Fiscal Year 2012-13. A modest growth of 4.0% is anticipated for Fiscal Year 2014-15.

  The chart above shows the realized revenues for Health and Social Services Realignment for Fiscal Years 2002-03 through 2011-12 and projected levels for Fiscal Years 2012-13 through 2014-15.

- *2011 Public Safety Realignment Revenues* **($120.1 million in Fiscal Year 2013-14 and $124.2 million in Fiscal Year 2014-15)** are projected to be received from

the State to support criminal justice programs. The revenue source is a dedicated portion of State sales tax and State and local Vehicle License Fees (VLF). The revenues provided for realignment are deposited into the Local Revenue Fund 2011 and allocated to specific accounts and subaccounts by statute. Funds allocated to the Community Corrections Subaccount will support services required to address the transfer of responsibility for certain offenders from the State to the counties pursuant to Assembly Bill (AB) 109, *Public Safety Realignment (2011)*, including supervision of offenders, costs associated with the custody of offenders including food and medical costs and equipment and furnishings for the East Mesa Detention Re-Entry and Rehabilitation Facility, and resources for services including mental health treatment, substance abuse treatment, and vocational and behavioral services. These revenues are projected to increase by 12.6% ($13.4 million) compared to Fiscal Year 2012-13. Growth of 3.5% ($4.1 million) is anticipated for Fiscal Year 2014-15.

2011 Realignment for Public Safety includes the following subaccounts: Enhancing Law Enforcement Activities (various programs), Trial Court Security, Community Corrections (AB 109), District Attorney and Public Defender (AB 109) and Juvenile Justice (Youthful Offender Block Grant and Juvenile Reentry).

- *Proposition 172 - Public Safety Sales Tax Revenues* **($236.0 million in Fiscal Year 2013-14 and $242.6 million in Fiscal Year 2014-15)** support region-wide public safety services provided by three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the Statewide sales tax that was approved by voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In turn, counties distribute a portion of the Proposition 172 receipts to local cities according to ratios established pursuant to the Government Code.

  Between Fiscal Years 2005-06 and 2009-10, revenues fell by 20.4% ($48.2 million). For Fiscal Year 2013-14, these revenues are 7.0% ($15.5 million) above the Fiscal Year 2012-13 budgeted amount, nearly reaching the level last received in Fiscal Year 2005-06. It is anticipated that these revenues will grow modestly in Fiscal Year 2014-15. The chart on the preceding page shows the realized revenues for Proposition 172 for Fiscal Years 2002-03 through 2011-12 and projected levels for Fiscal Years 2012-13 through 2014-15. See also, the discussion of General Purpose Revenue in the following section.

- *Tobacco Settlement Revenues* **($32.2 million in Fiscal Year 2013-14 and $24.2 million in Fiscal Year 2014-15)** by Board of Supervisors Policy E-14, Expenditure of Tobacco Settlement Revenue in San Diego County, are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

  To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of $466.8 million in January 2002 in exchange for its Tobacco Settlement Payments. These funds are spent pursuant to the Board of Supervisors Policy.

  In May 2006, the County securitized additional anticipated receipts and added $123.5 million to the endowment fund. These proceeds will enable the County to fund approximately $27.5 million of health care programs annually through approximately year 2034. The $32.2 million budgeted in Fiscal Year 2013-14 reflects $8.0 million in one-time, non-securitized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund. $3.1 million is set aside as an unallocated reserve and $0.2 million is budgeted for processing costs in Fiscal Year 2013-14. A request will be submitted to the Board of Supervisors if additional resources are needed.

General Fund - General Purpose Revenue

General Purpose Revenue (GPR) makes up 25.4% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

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

Use of Fund Balance, including Fund Balance Component Decreases, **($131.8 million in Fiscal Year 2013-14 and $64.2 million in Fiscal Year 2014-15)**, represents 3.4% of General Fund Financing Sources in Fiscal Year 2013-14. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The following list details the various General Fund - Use of Fund Balance/Fund Balance Component Decreases budgeted for Fiscal Year 2013-14:

- Management reserves.
- Women's detention facility startup costs for furniture, vehicles and equipment.
- Sheriff equipment replacement and equipment to outfit the new Rancho San Diego station.
- District Attorney's Office facility maintenance and upgrades.
- Medical Examiner equipment replacement.
- Fire Protection and Emergency Medical Services Grant Program for one-time capital needs for volunteer fire protection districts.
- San Diego County Fire Authority one-time funding for increased volunteer station equipment, fuel costs, and contract costs.
- San Diego County Fire Authority training academy.
- Aerial Fire Suppression "Call When Needed" support.
- Radio communication equipment for the Probation Department.
- Defense of special circumstance cases rebudget.
- Graduate law clerks and temporary staff for the Public Defender.
- Public Defender support for the remaining term of certain lease costs associated with the discontinued contract for Family Dependency Services.
- San Diego County Fire Authority equipment replacement commitment and various equipment for fire prevention and emergency response activities.
- One-time major maintenance.
- Support for temporary recruitment activities associated with AB 109, *Public Safety Realignment 2011.*
- Relocation costs for furniture and equipment related to the County Operations Center capital project.
- Health and Human Services Juvenile Diversion Program support.
- Health and Human Services reserves to mitigate State budget uncertainties.
- Grand Avenue clinic sale proceeds commitment for Public Health.
- One time train the trainer courses to train staff and community members in leadership and community planning skills to assist with assessing, selecting and implementing improvement projects.
- One time resources to host a Grandparents Raising Grandchildren symposium.
- One time cultural consultant services to enhance child safety and family stability in the Child Welfare system.
- Health and Human Services technological advancements to support *Live Well, San Diego!*
- Vehicle purchases to meet Agricultural Water Quality inspection requirements.
- Development of an onsite wastewater treatment program in compliance with AB 885, *Onsite Sewage Treatment Systems (2000)*, rebudget.
- Tribal liaison consultant and support rebudget.
- Firestorm 2007 rebuilding permit fee waiver rebudget.
- Environmental Health support for beach water quality monitoring rebudget.
- Green Building Program and Homeowner Relief Act Fee Waivers.
- Multiple Species Conservation Program (MSCP) (North) Resource Management Plans to protect biological and cultural resources.
- Land Use General Plan amendments for property-specific requests.
- Land Use rebudgets for Purchase of Agriculture Conservation Easements (PACE) program support, zoning ordinance update, Greenhouse Gas Guidelines Phase I, and code enforcement abatements.
- Land Use continuous improvement program customer service and cultural awareness training.
- One time Environmental Trust Fund (capital/maintenance) projects.
- Sand and sandbag distribution for pre-storm preparation.
- Public Works rebudgets for Integrated Regional Water Management data management system grant match, and Proctor Valley Road closure.
- One time Countywide water efficiency projects.

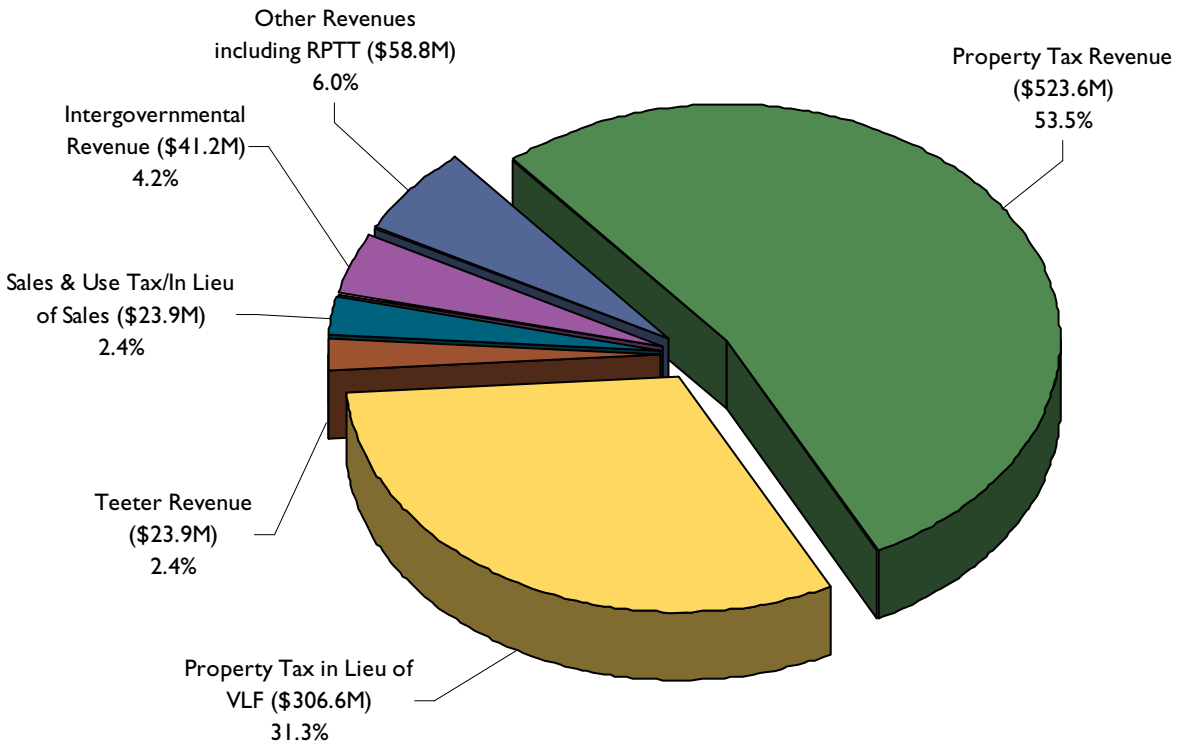
- Smart Building retrofits.
- Housing and Community Development funding for sequestration cutbacks to allow orderly transition to changed service delivery and redevelopment housing Successor Agency transition activities.
- Temporary help for contract monitoring activities.
- Upgrade audio-visual systems in two conference rooms at Housing and Community Development.
- Parks condition assessments.
- Minor equipment tracking requirements study.
- Completion of County Administration Center asbestos abatement and lighting upgrades.
- County Administration Center maintenance including repairs and/or upgrades to the roof, fire sprinkler system, heating, ventilation, and air conditioning (HVAC) system and development of a master plan for code compliance upgrades.
- Instructor certifications for employee development, training room equipment, and contracting assistance costs.
- Management intern program.
- Various information technology projects, including:
  - Business Process Reengineering initiatives.
  - Digitizing records and one-time information technology projects in the District Attorney's Office.
  - Electronic medical record system in the Probation Department.
  - Probation Case Management System.
  - Health and Human Services Agency pre-hospital information system assessment.
  - Public Health lab information management system.
  - Business Case Management System rebudget - Accela upgrade mobile office implementation, user acceptance testing, reporting tools and training.
  - Documentum upgrade and recording for Environmental Health.
  - Asset Management application.
  - Geographic Information Systems (GIS) infrastructure upgrade, Parcel Genealogy, Business Intelligence contract Phase III rebudgets.
  - Planning and Development Services electronic document review/submittal automation rebudget.
  - Public GIS server rebuild.
  - Mobile applications and web portal design.
  - Building information modeling system - software and hardware, training, consultant, input to T9 facilities system of record.
  - Data imaging project rebudget.
  - Q-matic System Upgrade - Customer Routing in Land Development Process.
  - Justice Electronic Library System scanning, storage and devices.
  - Public website redesign, enterprise signatures and approvals architecture, and DocVault implementation.
  - QBIS upgrade/replacement.
  - Fusion middleware application.
  - T360 enhancement due to legacy system retirement.
  - OBI data warehouse upgrade.
  - SharePoint platform upgrade.
  - Parallel Documentum environment.
  - Documentum environment licenses.
  - Constituent Relationship Management platform upgrade and application implementation.
  - Payment processing system imaging upgrade.
  - eGov application development.
  - Automate employee contributions to health savings accounts.
  - PeopleSoft application upgrade.
  - Kronos application upgrade.
  - Poll worker internet site.
  - Learning Management System database upgrade.
  - Enterprise Resource Planning (ERP) disaster recovery project and data services.
  - Oracle Identity and Access Management (IDAM) license final payment
- Workforce Academy for Youth (WAY) program.
- Grants provided to community organizations.
- Capital projects including the Assessor/Recorder/County Clerk El Cajon Branch Office Building.

General Purpose Revenue

General Purpose Revenue by Source

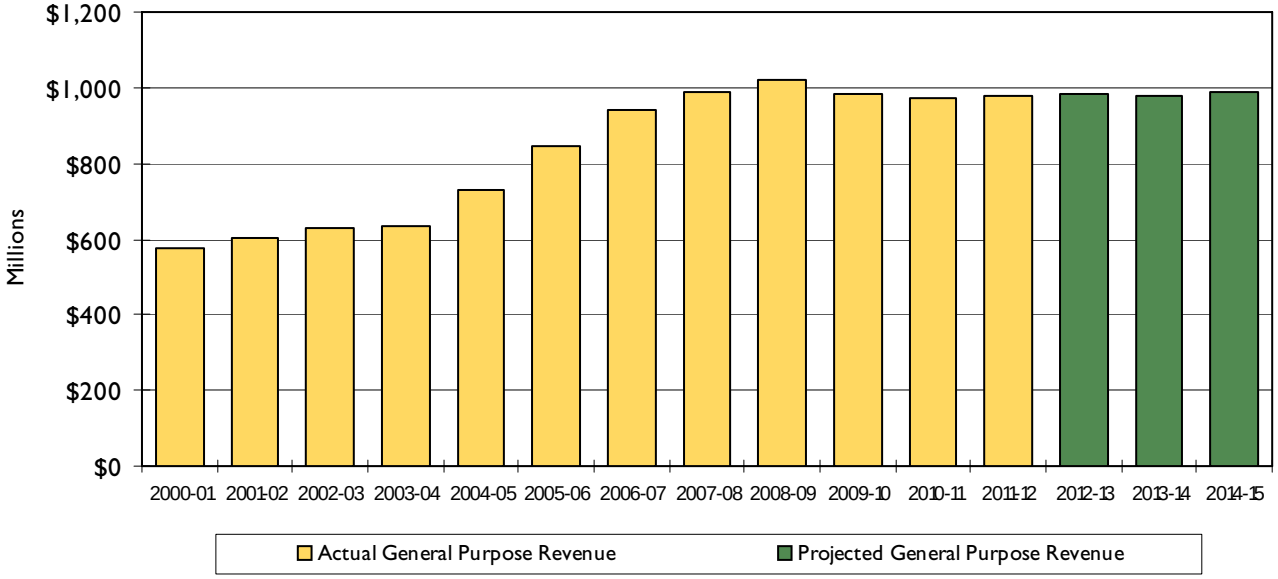
General Purpose Revenue (GPR) represents approximately 25.4% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Successor Agencies, and miscellaneous other sources. It may be used for any purpose that is a legal expenditure of County funds. Therefore the Board of Supervisors has the greatest flexibility in allocating this revenue. Details of the major components of General Purpose Revenue are discussed below.

General Purpose Revenue by Source
Fiscal Year 2013-14: $978.0 million



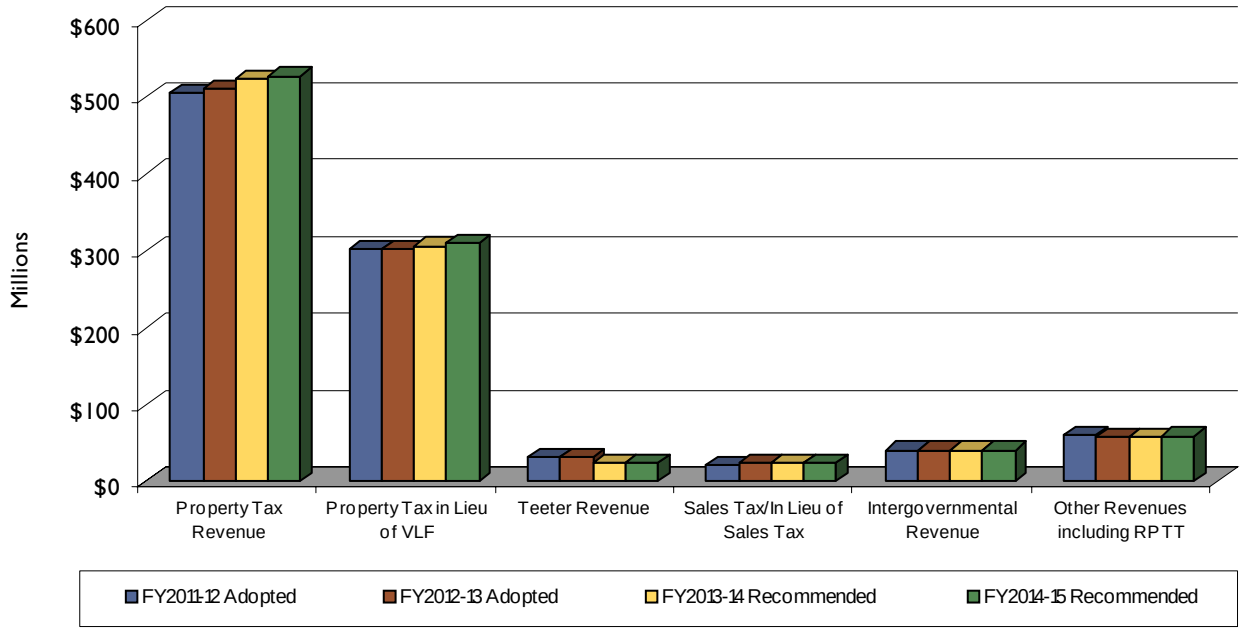
For the twelve-year period of Fiscal Year 1999-2000 through Fiscal Year 2011-12, GPR grew by an annual average of $38.4 million. This is a decrease from the eleven-year average of $41.4 million from Fiscal Year 1999-2000 through Fiscal Year 2010-11, and a decrease from the ten-year average of $46.4 million from Fiscal Year 1999-2000 through Fiscal Year 2009-10. The national recession that began in December 2007 and ended in June 2009, along with the corresponding State and local economic downturn, have had a significant impact on GPR. The U.S. economy continues to recover from the deep recession, with moderate growth forecasted in 2013. For Fiscal Year 2013-14, the $978.0 million recommended for GPR is an increase of $10.9 million or 1.1% from the Fiscal Year 2012-13 budgeted amount of $967.1 million. These resources are projected to increase slightly to $986.1 million in Fiscal Year 2014-15. See the chart on the following page for a historical view of GPR and the accompanying table for a summary by account of historical and projected GPR.

General Purpose Revenue History
Fiscal Year 2000-01 to Fiscal Year 2014-15



Notes: General Purpose Revenue (GPR) for Fiscal Years 2000-01 through 2011-12 represents actual revenue. Fiscal Year 2012-13 represents the 2nd Quarter estimate produced in December 2012. GPR projections for Fiscal Years 2013-14 and 2014-15 are included in the Fiscal Years 2013-15 CAO Recommended Operational Plan.

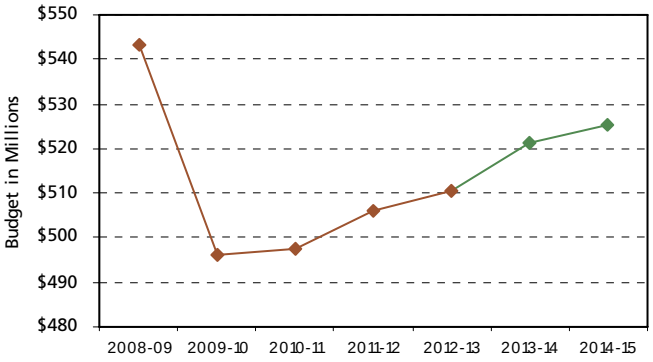
General Purpose Revenue by Source
Fiscal Years 2011-12 through 2014-15



General Purpose Revenue	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Property Taxes Current Secured	$ 487,158,053	$ 490,625,867	$ 503,560,241	2.6	$ 507,757,684
Property Taxes Current Supplemental	1,874,015	3,291,750	3,490,901	6.1	3,524,851
Property Taxes Current Unsecured	16,781,591	16,522,894	16,512,624	(0.1)	16,449,446
Property Taxes Current Unsecured Supplemental	—	50,000	50,750	1.5	51,511
Total Property Tax Revenue	**$ 505,813,659**	**$ 510,490,511**	**$ 523,614,516**	**2.6**	**$ 527,783,492**
Total Property Tax In Lieu of VLF	**$ 302,159,104**	**$ 301,668,991**	**$ 306,580,585**	**1.6**	**$ 309,544,785**
Teeter Tax Reserve Excess	$ 19,000,000	$ 21,000,000	$ 15,100,000	(28.1)	$ 15,100,000
Teeter Prop Tax All Prior Years	13,919,087	11,526,506	8,783,594	(23.8)	8,733,704
Total Teeter Revenue	**$ 32,919,087**	**$ 32,526,506**	**$ 23,883,594**	**(26.6)**	**$ 23,833,704**
Sales & Use Taxes	$ 15,993,213	$ 18,406,197	$ 18,106,197	(1.6)	$ 18,649,383
In Lieu Local Sales & Use Tax	5,713,046	5,999,874	5,800,000	(3.3)	5,974,000
Total Sales & Use Tax/In Lieu of Sales Tax	**$ 21,706,259**	**$ 24,406,071**	**$ 23,906,197**	**(2.0)**	**$ 24,623,383**
State Aid HOPTR	$ 4,910,000	$ 4,882,356	$ 4,890,644	0.2	$ 4,890,644
Federal In-Lieu Taxes	1,100,000	1,081,818	1,127,720	4.2	1,127,720
Local Detention Facility Revenue/State Aid Booking Fees	—	2,850,953	2,450,380	(14.1)	2,450,380
Aid From City of San Diego	5,222,553	2,371,600	2,772,173	16.9	2,772,173
Aid from Redevelopment Agencies/Aid from Redevelopment Successor Agencies	29,612,382	29,772,755	29,971,545	0.7	29,971,545
Total Intergovernmental Revenue	**$ 40,844,935**	**$ 40,959,482**	**$ 41,212,462**	**0.6**	**$ 41,212,462**
Property Taxes Prior Secured	$ 400,000	$ 400,000	$ 400,000	0.0	$ 400,000
Property Taxes Prior Secured Supplemental	4,033,363	4,914,113	5,211,938	6.1	5,264,057
Property Taxes Prior Unsecured	300,000	250,000	450,000	80.0	450,000
Property Taxes Prior Unsecured Supplemental	350,000	400,000	400,000	0.0	400,000
Other Tax Aircraft Unsecured	3,451,000	2,609,264	2,648,403	1.5	2,688,129
Transient Occupancy Tax	2,500,000	2,500,000	2,600,000	4.0	2,600,000
Real Property Transfer Taxes (RPTT)	13,828,537	14,097,121	16,875,633	19.7	17,044,390
Franchises, Licenses, Permits	10,336,530	10,513,537	10,438,344	(0.7)	10,488,804
Fees, Fines & Forfeitures	2,064,742	2,221,017	2,198,207	(1.0)	2,198,205
Penalties & Cost Delinquency Taxes	15,161,049	14,693,668	13,637,044	(7.2)	13,712,175
Interest On Deposits & Investments	7,525,430	3,437,944	2,867,302	(16.6)	2,867,302
Interfund Charges/Miscellaneous Revenues	1,028,305	1,027,775	1,027,775	0.0	1,032,112
Total Other Revenues including RPTT	**$ 60,978,956**	**$ 57,064,439**	**$ 58,754,646**	**3.0**	**$ 59,145,174**
Total General Purpose Revenue	**$ 964,422,000**	**$ 967,116,000**	**$ 977,952,000**	**1.1**	**$ 986,143,000**

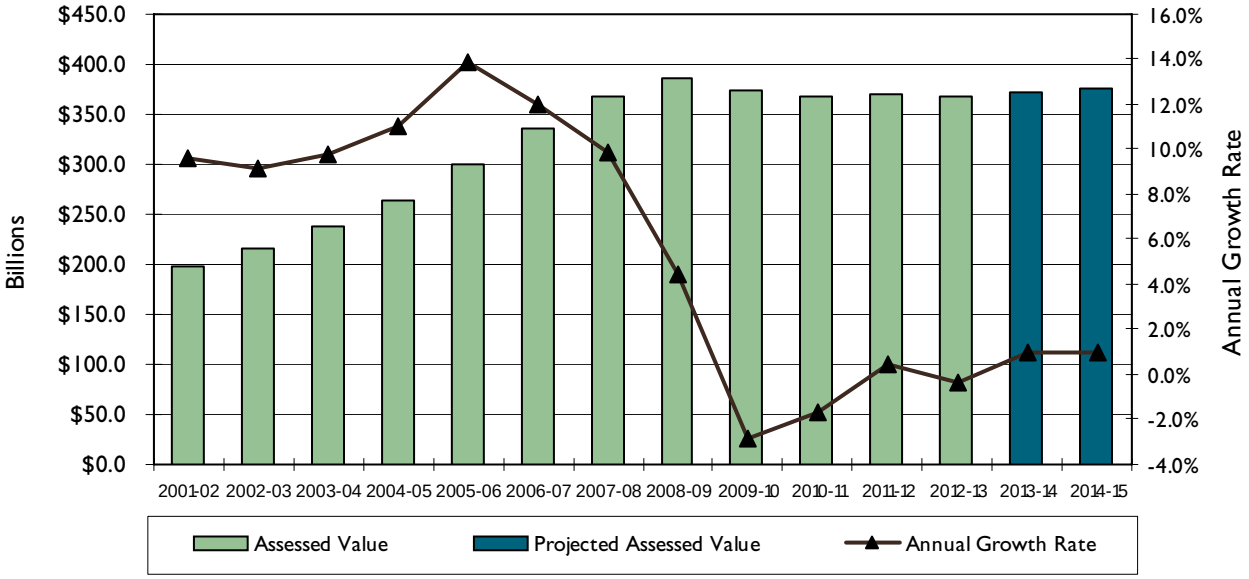
Property Tax Revenue

Property Tax Revenue, **($523.6 million in Fiscal Year 2013-14 and $527.8 million in Fiscal Year 2014-15)**, including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 53.5% of the total General Purpose Revenue in Fiscal Year 2013-14 and 53.5% of the projected amount in Fiscal Year 2014-15.



The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2013-14, property tax revenue is budgeted to be $13.1 million or 2.6% higher than the budget for Fiscal Year 2012-13. Property tax revenue is projected to increase 0.8% or $4.2 million for Fiscal Year 2014-15. 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 ad valorem taxes and special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by counties are then distributed to the various taxing entities.

San Diego County Locally Assessed Secured Property Values
Fiscal Year 2001-02 to Fiscal Year 2014-15



Note: The projected locally assessed secured values assume a 1.0% growth rate for Fiscal Year 2013-14 and 1.0% rate for Fiscal Year 2014-15.
Source: San Diego County Auditor and Controller

The assessed value of real property declined in 2009 and 2010 (following the credit crisis and economic downturn that began in 2007). In 2011 the assessed value of real property grew marginally however, in 2012, weakness in residential markets contributed to a 0.3% decline. For 2013, an improvement of 1.0% is projected in assessed value of real property overall.

- *Current Secured* property tax revenue **($503.6 million in Fiscal Year 2013-14 and $507.8 million in Fiscal Year 2014-15)** is expected to increase by $12.9 million in Fiscal Year 2013-14 from the adopted level for Fiscal Year 2012-13.

  This revenue is generated from the secured tax roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2013-14 revenue amount assumes an increase of 1.0% in the local secured assessed value compared to the actual current local secured assessed value amount for 2012-13 (which was an approximate 0.3% decrease from the prior year), but it also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate and the amount of tax roll corrections and refunds on prior year assessments.

  In Fiscal Year 2013-14, refunds and corrections combined are projected to decline to $6.9 million compared to the Fiscal Year 2010-11 actual level of $19.4 million, the Fiscal Year 2011-12 actual level of $16.6 million and the Fiscal Year 2012-13 projected level of $12.7 million as of the Fiscal Year 2012-13 Second Quarter Operational Plan Status Report and Budget Adjustments letter. While refunds and corrections are expected to decline, there is a risk that refunds and corrections may exceed budgeted levels due to assessment reviews currently in progress. The anticipated reduction in refunds and corrections will only marginally increase current secured revenue as refunds and corrections were budgeted at $7.5 million in Fiscal Year 2012-13. The timing and amount of these potential resultant refunds is unknown and will be monitored closely.

  The expected increase in current secured revenue of $12.9 million or 2.6% is the result of the recommended decrease in refunds and corrections compared to budget, the increase in the budgeted current local secured assessed value amount, an improvement in the delinquency rate, and the assessed value assumption used to develop the budget in Fiscal Year 2012-13. Specifically, the Fiscal Year 2012-13 current secured revenue assumed a 1.0% decrease in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2011-12. However, the actual current local secured assessed value declined by only 0.3% (gross less regular exemptions) in Fiscal Year 2012-13. Further, as noted above, for Fiscal Year 2013-14, local secured assessed value is projected to improve by 1.0%. For Fiscal Year 2014-15, local secured assessed value is assumed to grow by 1.0% and the County's share of total property tax revenues is expected to increase based on this anticipated growth.

- *Current Supplemental* property tax revenue **($3.5 million in Fiscal Year 2013-14 and $3.5 million in Fiscal Year 2014-15)** is projected to increase by $0.2 million in Fiscal Year 2013-14 from the adopted level in Fiscal Year 2012-13. This revenue is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are therefore more difficult to predict. These actions are captured on the supplemental tax roll. The slowdown in new construction and the decline in real estate prices have been acutely felt in supplemental property tax revenues. In many change of ownership transactions, instead of a property owner being billed for an additional amount of property tax because the value of the property after the transaction is higher than the value as of the lien date, the property owner receives a refund because the value is lower than it was on the lien date.

  In Fiscal Year 2005-06, supplemental refunds countywide totaled $4.0 million. They increased to $6.2 million in Fiscal Year 2006-07, to $15.0 million in Fiscal Year 2007-08, and exceeded $38.3 million in Fiscal Year 2008-09. Supplemental refunds dropped to $21.6 million in Fiscal Year 2009-10 and further declined to $15.3 million in Fiscal Year 2010-11. In Fiscal Year 2011-12, supplemental refunds increased to $18.3 million. Through February 2013, supplemental refunds totaled $10.6 million. They are anticipated to continue to decline gradually over time as residential and commercial assessed values improve.

  Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, to $14.0 million in Fiscal Year 2007-08, to $2.4 million in Fiscal Year 2008-09, and to $1.9 million in Fiscal Year 2009-10. In Fiscal Year 2010-11, Current supplemental property tax revenues were $3.9 million, and $3.5 million in Fiscal Year 2011-12. The budget assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2013-14 amount projected to be $3.5 million, followed by $3.5 million in Fiscal Year 2014-15.

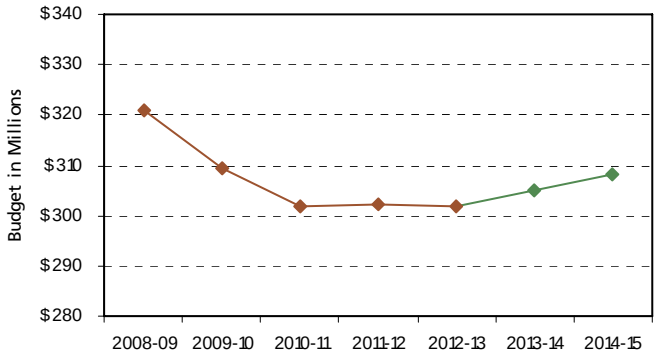
- *Current Unsecured* property tax revenue **($16.5 million in Fiscal Year 2013-14 and $16.4 million in Fiscal Year 2014-15)** is not based on a lien on real property. The unsecured tax roll is that part of the assessment roll consisting largely of business personal property owned by tenants. The roll is forecasted based on trends and

available information at the time the budget is developed. A marginally more conservative projection is used for Fiscal Year 2014-15.

- *Current Unsecured Supplemental* property tax revenue **($0.1 million in Fiscal Year 2013-14 and $0.1 million in Fiscal Year 2014-15)** is derived from supplemental bills that are transferred to the unsecured tax roll when a change in ownership occurs and a tax payment is due from the prior owner. Or, there may be a subsequent change in ownership following the initial change in ownership which occurs prior to the mailing of the initial supplemental tax bill. When this occurs, the bill is prorated and a portion of the original supplemental tax bill that is attributable to the initial change in ownership or completion of new construction becomes an unsecured supplemental tax bill.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) **comprises 31.3% ($306.6 million) of the General Purpose Revenue amount in Fiscal Year 2013-14 and 31.4% of the projected amount ($309.5 million) in Fiscal Year 2014-15.**



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. With a projected 1.0% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2013-14, revenues are anticipated to be $4.9 million higher than budgeted for Fiscal Year 2012-13. The increase is partially associated with the change in actual assessed value in Fiscal Year 2012-13 which declined by only 0.3% compared to a budgeted reduction of 1.0%. The Fiscal Year 2014-15 revenue is estimated using a 1.0% assessed value growth calculation.

Teeter Revenue

Teeter Revenue **($23.9 million in Fiscal Year 2013-14 and $23.8 million in Fiscal Year 2014-15)** represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2013-14 and 2.4% of the projected amount in Fiscal Year 2014-15. For Fiscal Year 2013-14, Teeter Revenue is $8.6 million or 26.6% less than the budget for Fiscal Year 2012-13.

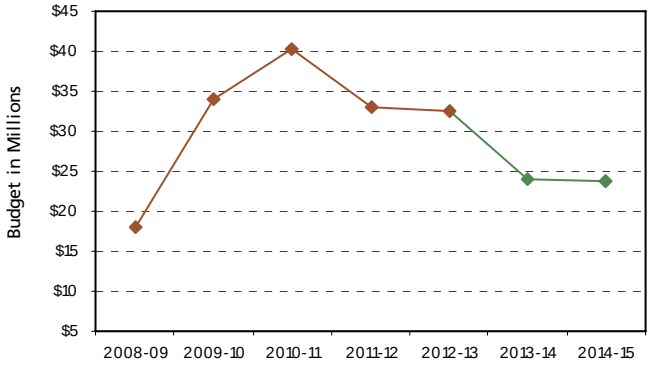
In Fiscal Year 1993-94, the County adopted the alternative method of secured property tax apportionment available under Chapter 3, Part 8, Division 1, of the Revenue and Taxation Code of the State of California (also known as the "Teeter Plan," named after its author.) This alternative method provides for funding each taxing entity included in the Teeter Plan with its total secured property taxes and special assessments 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 taxing 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 due once the delinquent taxes are paid.

Teeter Revenue is projected based on the anticipated collection of the County's portion of the Teetered taxes from all prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the table on page 77 for the amount of revenue pertaining to these components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default and is sold for less than the amount of 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 2013-14, collections from previous years' receivables are budgeted to decrease by $2.7 million based on the size of the outstanding annual receivables, anticipated collection trends and market conditions.

In Fiscal Year 2013-14, excess amounts from the Teeter Tax Loss Reserve Fund are budgeted to decrease from $21.0 million in the Fiscal Year 2012-13 budget to $15.1 million due to the size of the outstanding annual receivables and

market conditions. Excess amounts from the Teeter Tax Loss Reserve Fund are projected at $15.1 million in Fiscal Year 2014-15.

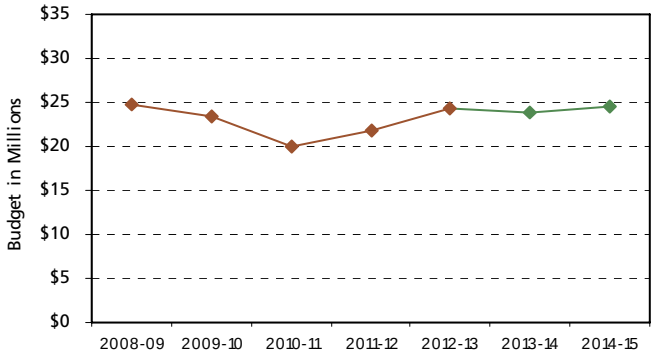


Sales & Use Tax Revenue

Sales & Use Tax Revenue **($23.9 million in Fiscal Year 2013-14 and $24.6 million in Fiscal Year 2014-15)** represents approximately 2.4% of General Purpose Revenue in Fiscal Year 2013-14 and 2.5% of the projected amount in Fiscal Year 2014-15. This revenue is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county, or from use taxes from consumers who purchase tangible personal property from out of State. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table on page 77 reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales and Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF).

The ERAF was established in Fiscal Years 1992-93 and 1993-94 in response to serious State budgetary shortfalls. The State 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.

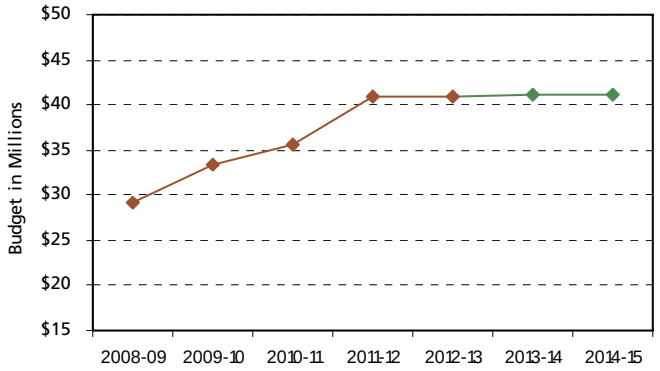
The In Lieu Local Sales and Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act,* one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State 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 and Use Tax revenue in the county had been growing moderately through Fiscal Year 2007-08 in concert with population growth and new retail business formation in the unincorporated areas of the county. However, the recession, housing market declines and unemployment trends negatively impacted taxable sales at the Statewide, Southern California and San Diego regional levels. Sales and Use Tax revenue began to improve during calendar year 2010 with year-over-year quarterly increases in all four quarters, continuing throughout calendar year 2011. Calendar year 2012 increased 4.7% overall compared to 2011. However, during the third and fourth quarters of 2012 Sales and Use Tax revenue in the unincorporated areas of the County declined compared to the same quarter in the previous year. This decline was attributed to payment anomalies and business closures as well as to the temporary closure of the San Onofre nuclear power plant. Fiscal Year 2012-13 Sales and Use Tax revenue is projected to increase by $0.8 million or 3.1% compared to budget and $0.1 million or 0.5% compared to Fiscal Year 2011-12 actuals. For Fiscal Year 2013-14, the amount is projected to decrease by $0.5 million or 2.0% below the Fiscal Year 2012-13 Adopted Operational Plan. Sales and Use Tax revenue growth in Fiscal Year 2014-15 is anticipated to be $0.7 million or 3.0% over Fiscal Year 2013-14.

Intergovernmental Revenue

Intergovernmental Revenue **($41.2 million in Fiscal Year 2013-14 and $41.2 million in Fiscal Year 2014-15)** comprises 4.2% of the General Purpose Revenue amount in Fiscal Year 2013-14 and 4.2% of the projected amount in Fiscal Year 2014-15.

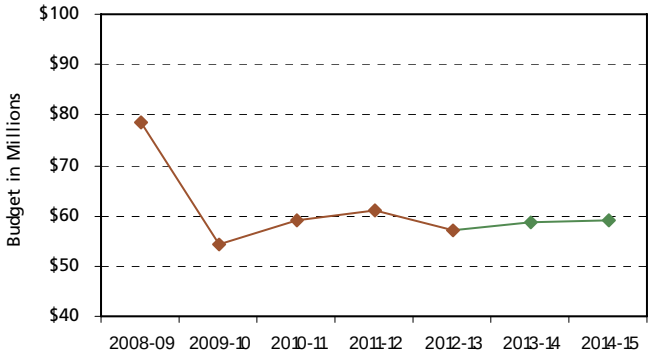


For Fiscal Year 2013-14, the amount budgeted is $0.3 million or 0.6% above the Fiscal Year 2012-13 Adopted Operational Plan. Funding for this revenue source comes from various intergovernmental sources including Redevelopment Successor Agencies, the City of San Diego (pursuant to a Memorandum of Understanding [MOU] 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). 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 largest portion of this funding is from aid from Redevelopment Successor Agencies. Redevelopment agencies were dissolved by the California legislature in ABX1 26 on June 28, 2011. The California Supreme Court upheld the constitutionality of the dissolution on December 29, 2011 and extended the date of dissolution to February 1, 2012. Based on Section 34183 of the Health and Safety Code, the county auditor-controller shall remit from the Redevelopment Property Tax Trust Fund to each affected taxing agency property tax revenues in an amount equal to that which would have been received under Section 33401, 33492.14, 33607, 33607.6, 33607.7 or 33676. Residual funds not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this tax distribution, but this has not been included in the Fiscal Year 2013-15 Recommended Operational Plan.

Other Revenues

Other Revenues for **Fiscal Year 2013-14 total $58.8 million and increase to $59.1 million in Fiscal Year 2014-15**, and are approximately 6.0% of the total General Purpose Revenue amount in Fiscal Year 2013-14 and 6.0% of the projected amount in Fiscal Year 2014-15. The Fiscal Year 2013-14 amount represents a 3.0% or $1.7 million increase from the Fiscal Year 2012-13 Adopted Operational Plan.



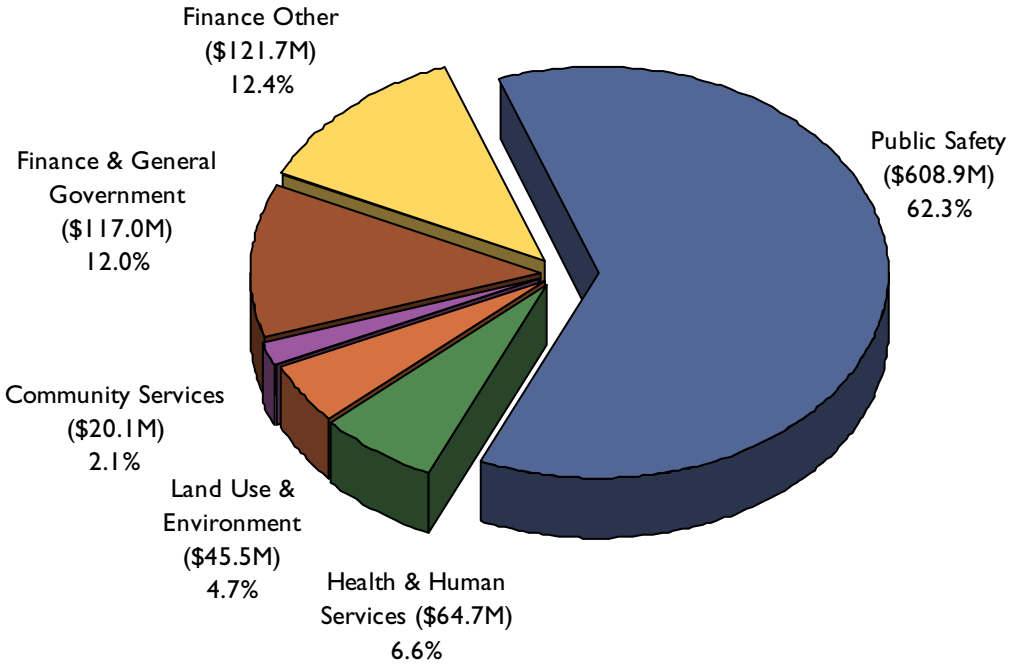
Various revenue sources make up this category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines, forfeitures, prior year property taxes, penalties, cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues.

The largest component of this revenue category for Fiscal Year 2013-14 is RPTT, a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2013-14 is budgeted at $16.9 million, a 19.7% ($2.8 million) increase from the Fiscal Year 2012-13 Adopted Operational Plan, reflecting a continued improvement in receipts in Fiscal Year 2012-13 compared to substantial slowing and overall volatility that began in fall 2008 through Fiscal Year 2011-12. Revenues are projected to improve by $0.2 million or 1.0% in Fiscal Year 2014-15 with an assumption that property resales will continue to improve. RPTT is paid when any lands, tenements or other realty exceeding $100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate set by the State is $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% from transactions in the incorporated areas. The second largest component, $13.6 million, is Penalties and Cost on Delinquency Taxes. These revenues are received from penalties assessed on late payment of current year taxes (those taxes paid late, but before the end of the fiscal year).

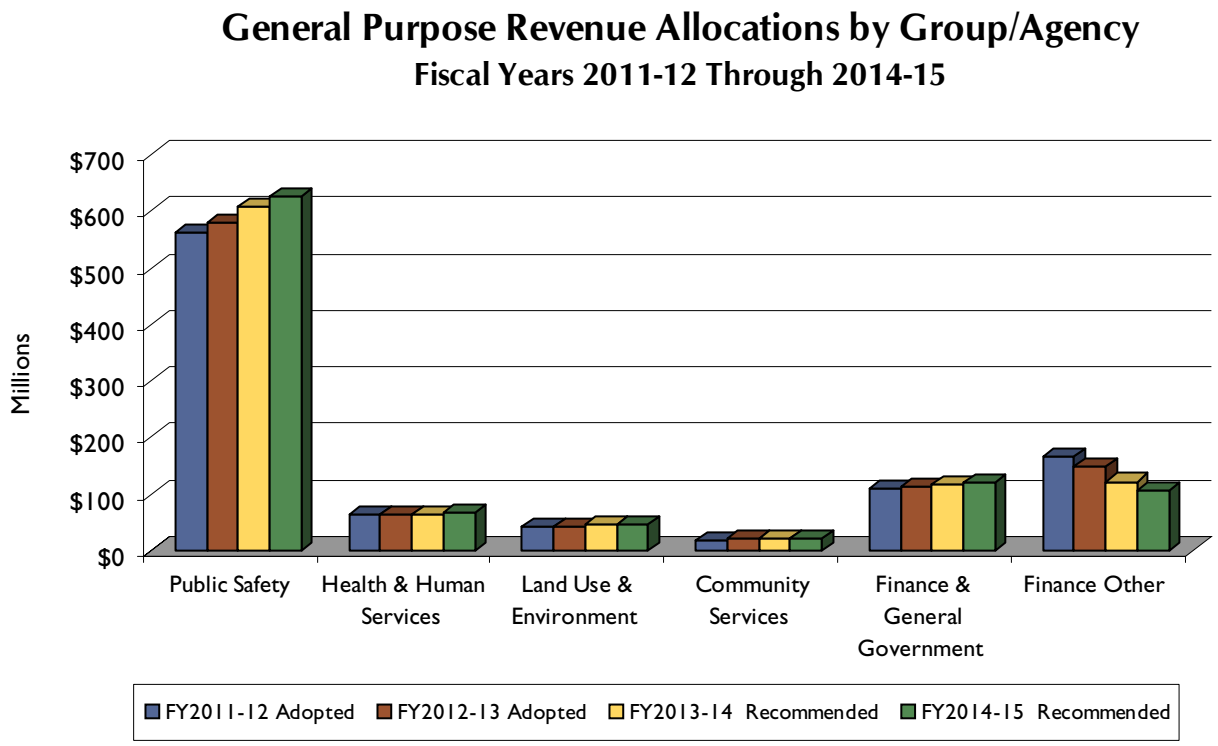
Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal or State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2013-14 budget for the Public Safety Group represents 30.9% of total County expenditures, the allocation of GPR for services in that Group equals 62.3% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 40.2% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.6% of the total GPR. As noted above, the total amount of GPR increases in the Fiscal Year 2013-14 CAO Recommended Operational Plan by $10.9 million.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2013-14: $978.0 million



The allocation of GPR for Fiscal Years 2013-14 and 2014-15 reflects a multi-year strategy to manage County resources within the recovering economic environment, which began to show signs of stabilization and gradual recovery in Fiscal Year 2010-11 and continued in Fiscal Year 2011-12 despite weakness in local secured assessed values. Further improvement is anticipated through Fiscal Year 2012-13 as projected in the Fiscal Year 2012-13 Second Quarter Operational Plan Status Report and Budget Adjustments letter. The primary goals of this strategy are to preserve core public safety and nonpublic safety services, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.



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

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety	$ 563.9	$ 579.9	$ 608.9	5.0	$ 627.6
Health & Human Services	62.9	63.4	64.7	1.9	65.8
Land Use & Environment	42.5	43.6	45.5	4.5	46.7
Community Services	18.7	19.3	20.1	3.8	20.4
Finance & General Government	109.8	111.5	117.0	5.0	119.4
Finance Other	166.6	149.4	121.7	(18.5)	106.2
Total	$ 964.4	$ 967.1	$ 978.0	1.1	$ 986.1

Although various aspects of the economic environment are described elsewhere in this document, the following is a brief summary of trends. The total assessed value of real estate in the County fell in Fiscal Years 2009-10 and 2010-11, grew marginally in Fiscal Year 2011-12 but declined marginally in Fiscal Year 2012-13. For Fiscal Year 2013-14, an improvement in total assessed value of 1.0% is projected.

In **Fiscal Year 2013-14, GPR is budgeted at $978.0 million**, an improvement from Fiscal Year 2012-13, which was budgeted at $967.1 million, but still a significant drop from a high of $1.01 billion in Fiscal Year 2008-09. More detail on the assessed value changes are described earlier in the General Purpose Revenue section. Also important are increases in the required contributions to the County's retirement fund driven by the 25.7% loss in the retirement fund's market value in Fiscal Year 2008-09. The annual retirement contributions are recommended to increase in Fiscal Year 2013-14 by 10.9% and in Fiscal Year 2014-15 by 9.4%. The Fiscal Year 2013-14 employer contributions to the retirement fund are budgeted to increase by 9.4%. Contributions are expected to continue to increase significantly through Fiscal Year 2014-15; however, the annual rate of increase beyond Fiscal Year 2013-14 is not certain.

Future contribution rates will be driven by actual market performance of the retirement fund and actuarial assumptions.

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

- Fiscal Year 2013-14 of the CAO Recommended Operational Plan assumes salaries will remain at the Fiscal Year 2012-13 levels except for changes due to step or merit increases and previously negotiated changes.
- Fiscal Year 2013-14 shifts $24.6 million from the pension stabilization fund to the County's five business groups to fund the cost increase in required retirement fund contributions.
- Fiscal Year 2014-15 of the CAO Recommended Operational Plan assumes no negotiated salary and benefit increases.
- Fiscal Year 2014-15 shifts $23.7 million from the pension stabilization fund to the County's five business groups to fund the net cost increase in required retirement fund contributions.

Further detail on GPR allocations is provided in the Group and department sections that begin on page 113. The previous charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2013-14 and 2014-15 compared to the two prior fiscal years.

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 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 set forth in **Board of Supervisors Policy A-136**, *Use of County of San Diego General Management System for Administration of County Operations.*

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

Revenues

- As a political subdivision of the State of California, 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. Per the **County of San Diego Administrative Manual 0030-22**, *Revenue Management: Auditor and Controller Responsibilities*, the Auditor and Controller will:
  - Devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors. This includes a periodic review of the County's financial condition in order to ensure that the County's financial sources (revenues) are sufficient to meet anticipated obligations.
  - Develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the Chief Administrative Officer.
  - Ensure that full cost is recovered from fees, grants and revenue contracts to the extent legally possible. If not, the reasons for recovery of less than full cost will be documented and disclosed.
- All revenues received by the County identified as "one-time" revenues will only be appropriated for "one-time" expenditures per the **County of San Diego Administrative Manual 0030-14**, *Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services provided to agencies or individuals outside the County of San Diego organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require specific Board of Supervisors approval for the nonreimbursed costs as set forth in **Board of Supervisors Policy B-29**, *Fees, Grants, Reve-*

nue 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.
- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing was unavailable.
- Funding sources that will require a revenue match from the County General Fund shall be limited to the designated match level mandated as a condition of funding.
- The establishment of fees, and subsequent changes to fees, will be done by ordinance 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 Chief Administrative Officer 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. 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 as set forth in **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 only, not ongoing services.
- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue pursuant to **Board of Supervisors Policy E-14**, *Expenditure of Tobacco Settlement Revenue in San Diego County*.
- All County funds shall be established according to the procedures set forth in **County of San Diego 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.

Expenditures

- Pursuant to the **Charter of the County of San Diego, Article VII, §703.4**, the Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary.
- 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 Auditor and Controller.
- 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 is to or from Capital Projects, Road 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 pursuant to **County of San Diego Administrative Manual 0030-10**, *Transfers of Appropriations between Objects within a Budget Unit.*

- As a general practice, the County does not backfill programmatic funding eliminated by the State of California.
- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to the **Charter of the County of San Diego §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 set forth in **Board of Supervisors Policy A-81**, *Procurement of Contract Services.*
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in **Board of Supervisors Policy A-87**, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines included in **Board of Supervisors Policy B-58**, *Funding of the Community Enhancement Program*.
- All appropriations available for the Neighborhood Reinvestment Program will be included annually in the County's Operational Plan. Resources available may vary and may range up to $10.0 million, distributed evenly among the five Board of Supervisors districts, 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 or economic uncertainties 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 to support fiscal health and stability including:
  - *Fund Balance Committed for Unforeseen Catastrophic Events*
  - *General Fund Contingency Reserve*
  - *General Fund Minimum Fund Balance for economic uncertainty*
- The Board of Supervisors may waive the requirement to maintain fund balance and reserve amounts at the targeted levels if it finds that it is in the best interest of the residents of the County to do so.
- In the event that the Fund Balance Commited for Unforeseen Catastrophic Events, the Contingency Reserve or General Fund Minimum Fund Balance for economic uncertainty falls below targeted levels, the Chief Administrative Officer will present a plan to the Board of Supervisors for restoration to those targeted levels.
- For additional details on County Reserves, refer to page 93, Reserves and Resources.

Debt Management

- The County adopted **Board of Supervisors Policy B-65**, *Long-Term Financial Obligation Management Policy*, to ensure sound financial management. The Policy governs the County's entry into financial obligations that exceed one fiscal year.
- The County may issue Tax and Revenue Anticipation Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to page 96, 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 County 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 a monthly investment report to be posted on the Treasurer-Tax Collector's website (www.sdtreastax.com/treasury.html).
- 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 plans per **Board of Supervisors Policy G-16**, *Capital Facilities and Space Planning*.
- Additional details on the County's Capital Program may be found on page 429.

Measurement Focus and Basis of Accounting

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

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

Proprietary Funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative

expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

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

Financial Statement Presentation

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

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

Differences Between Budgetary and Financial Reports

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

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

- The Original Budget column consists of the adopted budget plus the encumbrances carried forward from the prior fiscal year. The County adopts its budget subsequent to the start of the new fiscal year.
- The Final Budget column consists of the Original Budget column plus amendments to the budget occurring during the fiscal year.
- The Actual column represents the actual amounts of revenues and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned original and final budget.

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

All Funds/GASB 54 — The Governmental Accounting Standards Board (GASB) issued GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, which structures the fund balance components to focus financial reporting on planned use of funds and constraints on the specific purposes for which funds can be spent.

The five components of fund balance are:

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

Fund Balance Component Increases are shown as appropriations (expenditures) and Fund Balance Component Decreases are shown as revenues when used as a funding source. These two categories are only used for adjustments to Restricted, Committed or Assigned fund balance. The term "Use of Fund Balance" indicates that budgetary fund balance available for use is being applied as a funding source.

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. Certain 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 2013-14 capital projects budget for the County is $48.0 million and $2.5 million for Fiscal Year 2014-15. This excludes the $9.8 million appropriated in the Edgemoor Development Fund to support the costs associated with the Edgemoor Skilled Nursing Facility, including the lease payments related to the long-term financings executed to help fund construction.

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

Capital Project Appropriations		
	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2013-14)		
Capital Outlay Fund	$ 19,765,000	7
Library Construction Fund	18,231,301	2
Multiple Species Conservation Program Fund	10,000,000	1
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2013-14)	$ 47,996,301	10

Capital Project Remaining Appropriations by Group		
	Dollar Amount	Number of Projects
Projects Underway		
Public Safety Group	$ 223,010,737	12
Health & Human Services Agency	1,259,174	5
Land Use & Environment Group	48,460,600	79
Community Services Group	66,194,156	14
Finance & General Government Group	72,475,344	2
Total - Projects Underway	$ 411,400,011	112
Grand Total	$ 459,396,312	122

The Capital Program section of this Operational Plan on page 429 highlights major projects and includes a schedule of lease-purchase payments related to previously debt-financed projects.

Reserves and Resources

Reserves and Resources

The County maintains a prudent level of resources to help protect fiscal health and stability. The following tables include frequently referenced budgetary reserves and resources but do not include the reserves and resources of all funds as reported in the County's Comprehensive Annual Financial Report (CAFR). The figures in the tables reflect budgeted and/or estimated amounts for the items listed. The totals for these items may vary from those in the CAFR since the CAFR reflects final audited fiscal year end balances. The CAFR can be accessed at www.sdcounty.ca.gov/auditor/cafr.html.

In addition, due to the implementation of Governmental Accounting and Standards Board (GASB) Statement Number 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, certain accounts have been revised to reflect the new naming convention. See the Summary of Financial Polices section of this document for more information.

Reserves and Resources (in millions)		
	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget
General Fund Minimum Fund Balance for Economic Uncertainty	$ 100.0	$ 100.0
General Fund Contingency Reserve - Operations	20.0	20.0
Committed Fund Balance - Unforeseen Catastrophic Events	55.5	55.5
Group/Agency Management Reserves	30.2	36.8
Total	$ 205.7	$ 212.3

General Fund - Fund Balance and Reserves

The County provides a wide variety of services that are funded by a number of revenue sources. Expenditures for these services are subject to fluctuations in demand; revenues are influenced by changes in the economy and budgetary decisions made by the State of California and the federal government. In accordance with Board of Supervisors Policy B-71, *Fund Balance and Reserves*, the County must be prepared for unforeseen events or economic uncertainties that could result in additional expenditure requirements or loss of revenue, by establishing and maintaining prudent levels of fund balance and reserves.

General Fund Minimum Fund Balance for Economic Uncertainty

Established in Fiscal Year 2009-10, pursuant to Board of Supervisors Policy B-71, *Fund Balance and Reserves* (previously known as General Fund Designation of Fund Balance for Economic Uncertainty), sets a target amount that equates to 10% of General Purpose Revenue. The $100.0 million set aside of General Fund unassigned fund balance for Fiscal Year 2013-14 equates to 10.2% of General Purpose Revenue and is in compliance with the policy.

General Fund Contingency Reserve

Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserve*s, sets a target amount that equates to 2% of budgeted General Purpose Revenue. The $20.0 million budgeted for Fiscal Year 2013-14 equates to 2% of General Purpose Revenue and is in compliance with the policy.

Committed - Unforeseen Catastrophic Events

Established in Fiscal Year 2007-08 by the Board of Supervisors, previously known as General Reserve, to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board. In the case of a legally declared emergency as defined in Government Code §29127, the Board, by a four-

fifths vote, may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's fund balance commitment for Unforeseen Catastrophic Events of $55.5 million in Fiscal Year 2013-14 equates to 5.7% of Fiscal Year 2013-14 budgeted General Purpose Revenue and is in compliance with the 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. There is no targeted level for these reserves. However, establishment of management reserves shall not be permitted if the action would result in the amount of unassigned fund balance falling below the targeted level.

Additional Reserves and Resources (in millions)		
	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget
Tobacco Securitization Endowment Fund	$ 370.8	$ 346.6
Workers' Compensation Fund	106.6	103.4
Environmental Trust Fund	55.1	46.7
Public Liability Fund	35.5	38.3
Restricted - Debt Service	24.6	26.0
Total	$ 592.6	$ 561.0

Additional Reserves and Resources

The additional reserves and resources reflected in the table above represent the most frequently referenced budgetary reserves and resources, but do not include all reserves and resources reported in the CAFR.

Tobacco Securitization Endowment Fund

The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund. Based on certain interest rate assumptions, these proceeds would have enabled the County to fund approximately $24.2 million of health care programs annually through approximately year 2020. Due to lower than anticipated interest earnings, in May 2006 the original issuance was refunded through a second securitization and an additional $123.5 million was deposited into the fund. It is estimated that this will extend the life of the endowment fund through year 2034 and allow for $27.5 million in anticipated proceeds annually.

Workers' Compensation Fund

The County contracts with an actuary to annually estimate the liability and capture the costs associated with all reported and unreported workers' compensation claims. The liability is estimated to be $132.5 million, which includes $26.6 million in expected costs for Fiscal Year 2012-13. The cash balance in the fund is projected to be $103.4 million at July 1, 2013.

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 2012-13 to Fiscal Year 2013-14 represents the net amount drawn down to support landfill management operations.

Public Liability Fund

The County contracts with an actuary to annually assess the long-term liability of the fund and determine adequate level of reserves for current and future public risk management claims. The liability is estimated to be $24.0 million, which includes $9.8 million in expected costs for Fiscal Year 2012-13. The cash balance in the fund is projected to be $38.3 million at July 1, 2013.

Restricted - Debt Service

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

Committed Fund Balance (General Fund only, in millions)		
	Fiscal Year 2012-13 Adopted Budget Increase/(Decrease) From Prior Year	Fiscal Year 2013-14 Recommended Budget Increase/(Decrease) From Prior Year
Committed - Sale Proceeds Grand Avenue Clinic	$ 0.1	$ 0.1
Committed - SDCFA Equipment Replacement	1.9	0.3
Committed - Environmental Health	(0.5)	(0.8)
Total	$ 1.5	$ (0.5)

Committed Fund Balance (General Fund only)

The Board of Supervisors has determined periodically that certain amounts of fund balance be set aside for specific purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use, are being used because of fluctuating workloads, or to make scheduled payments over a limited period of time. The figures in the table do not reflect all General Fund commitments, but rather those with a year-over-year increase or decrease. Totals for these items may vary from those in the CAFR since the CAFR reflects final audited fiscal year end balances.

Committed - Sales Proceeds Grand Avenue Clinic

Established in Fiscal Year 2010-11 to set aside funds for future replacement of a Health and Human Services Agency public health clinic, based on proceeds from the sale of the former North Central Public Health Clinic on Grand Avenue.

Committed - SDCFA Equipment Replacement

Established in Fiscal Year 2012-13 to set aside funds for future replacement of San Diego County Fire Authority (SDCFA) equipment.

Committed - Environmental Health

Established in Fiscal Year 2003-04 by the Department of Environmental Health (DEH) to set aside any excess revenue over cost that may occur in some fiscal years for use in a subsequent fiscal year when costs exceed revenue. This ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

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 financial obligations, including exisiting long-term financings and pension requirements; 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 debt affordability. The County enters into both long-term and short-term financings, which undergo the scrutiny of the credit rating agencies. The County's long-term financings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below. The term debt is used to refer to certain financial obligations of the County that are sold in the capital markets, including its bonds, Certificates of Participation and notes.

Long-Term Obligation Policy

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

Long-Term Obligation Limits

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

Uses of Long-Term Obligations

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

Structuring Practices

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

Management Practices

- The County shall encourage and maintain good relations with credit rating agencies, investors in the County's long-term financial obligations, and those in the financial community who participate in the issuance or monitor-

ing of the County's long-term obligations. A policy of full and open disclosure on every financial report and long-term obligation transaction will be enforced, an investor relations website will be maintained with current and accurate information, and a credit rating agency presentation/update shall be conducted annually.

- The County shall comply with all ongoing disclosure conditions and shall file such required documents in a timely manner.
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the U.S. Treasury to avoid the loss of tax-exempt status.
- The County of San Diego will enforce filing notices of completion on all projects within five years of their financing. The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

Credit Ratings

The most recent long-term County-specific credit review by Moody's Investors Service, Standard and Poor's and Fitch Ratings was performed in October 2012, when the agencies assigned ratings to the County's Certificates of Participation (2012 Cedar and Kettner Development Project), and affirmed the County's long-term obligation and issuer ratings as well. All three rating agencies cited the County's strong financial management, broad and diverse economy, and low to moderate debt burden in their rationale for the ratings they assigned. According to Fitch Ratings, "the county's strong financial results are supported by forward-looking management policies and practices that include clear reserve targets, disciplined funding of capital needs and long-term obligations, and conservative budgeting … the county has instituted numerous expenditure controls over the past several years, reducing both near-term and future cost pressures." Moody's Investors Service states that the County's financial position remains strong and its affirmation of the County's issuer rating is based on strengths that include a very large economy that is gradually improving, solid fiscal position that should remain stable, and consistent and strong fiscal management. Standard and Poor's affirms its ratings of the County and its obligations and maintains the stable outlook on the County's ratings because of "the county's deep and diverse economy, strong reserves, formal policies, manageable debt, and record of conservative budgeting."

The San Diego County Employees Retirement Association (SDCERA) had its 'AAA' rating affirmed by Standard & Poor's in February 2012. The rating reflects the organization's overall capacity to pay its financial obligations, and is based on SDCERA's strong fund management, good funded status despite a challenging fiscal year and continued strong credit quality of the pension system's sponsor (County of San Diego).

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

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

Credit Ratings

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

Authority to Finance and Bond Ratios

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

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

However, there are three major exceptions to the debt limit that have been recognized by the California courts: (i) the Offner-Dean lease exception, (ii) the special fund doctrine and (iii) the obligation imposed by law exception.

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

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

The courts have applied the *obligation imposed by law* exception to indebtedness used to finance an obligation imposed on the local agency by law. The theory of this exception is that the obligation is involuntary; therefore, it would not be relevant to obtain voter approval.

Authority to Finance	
Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §5900 et seq. and §29900 et seq.
	Maximum Indebtedness: Government Code §29909
	Short-Term TRANs: Government Code §53820 et seq.
	Pension Obligation Bonds: Government Code §53580 et seq.
Nonprofit Public Benefit Corporation	Corporations Code §5110 et seq.
Joint Powers Authority	Government Code §6500 et seq.
Redevelopment Successor Agency	Health and Safety Code §34177.5 et seq.
Housing Authority	Health and Safety Code §34200 et seq.
	Multi-family Rental Housing 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
School District General Obligation Bonds	Education Code §15000 and following Government Code §53500 and following

Bond and Debt Service Ratios

The following are bond ratios useful to County management, the general public and investors:

Bond Ratios	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
Net Bonded Debt (in millions)[1]	$1,404.1	$1,436.7	$1,265.5	$1,204.4	$1,177.0	$1,144.3[2]
Net Bonded Debt per Capita[3,4]	$458	$465	$406	$383	$371[4]	$358[4]
Ratio of Net Bonded Debt to Assessed Value	0.35%	0.36%	0.32%	0.31%	0.30%	0.29%

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

[2] Net Bonded Debt as of June 30, 2013.

[3] Based on the January 1st annual estimated population figures for San Diego County provided by the State of California Department of Finance (DOF). E-4 Population Estimates for Cities, Counties and the State with Annual Percent Change - January 2001 to 2009, with 2000 and 2010 Census counts. This also includes revised January 1, 2011 and January 1, 2012 population estimates by the DOF that incorporate the 2010 Census counts.

[4] Based on estimated January 1, 2013 and January 1, 2014 population figures for San Diego County using an annual average growth for the last ten years.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property of the county. The estimated taxable assessed value in the county as of June 30, 2012 is $393.0 billion.

General Fund Debt Service Ratios

The Total Debt Service reported in the table below is composed 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 429 in the Capital Program section.

Components of General Fund Debt Service Ratio (in millions)	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
General Fund Revenue[1]	$ 3,447.7	$ 3,526.9	$ 3,603.9	$ 3,713.7	$ 3,698.6
Total Debt Service	$ 120.5	$ 120.5	$ 124.5	$ 120.0	$ 118.5
Ratio of Total Debt Service to General Fund Revenue	3.49%	3.42%	3.46%	3.23%	3.20%
General Fund Share of Debt Service Cost[2]	$ 93.6	$ 95.0	$ 97.2	$ 92.5	$ 91.0
Ratio of General Fund Share of Debt Service to General Fund Revenue	2.71%	2.69%	2.70%	2.49%	2.46%

See table notes on the following page.

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

[2]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, 2013 and projected as of June 30, 2014 is:

Outstanding Principal Bonded Debt (in millions)		
	As of June 30, 2013	Projected as of June 30, 2014
Certificates of Participation	$ 269.3	$ 254.7
Lease Revenue Bonds	130.5	127.2
Pension Obligation Bonds	770.5	732.3
Redevelopment Successor Agency Bonds	13.5	13.1
Total	$ 1,183.8	$ 1,127.3

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

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

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

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.

A total of $264 million of the principal component of the County's outstanding taxable POBs has been prepaid. As reflected in the Fiscal Year 2009-10 Adopted Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the $100 million of outstanding 2008 Series B1-B2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity

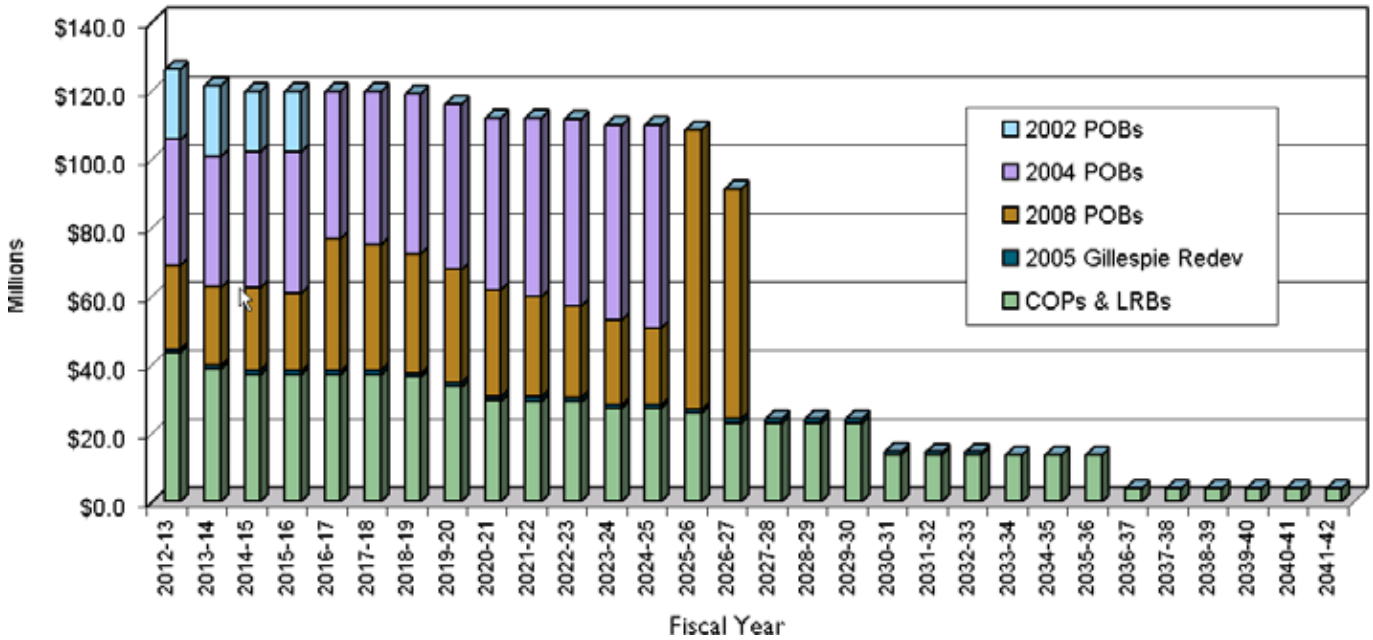
to Fiscal Year 2026-27. As of June 30, 2013, the County is anticipated to have $770.5 million of taxable POBs outstanding.

Redevelopment Successor Agency Tax Allocation Bonds (TABs) are limited obligations issued by the former Redevelopment Agency of the County of San Diego (Agency) to help pay for improvements related to projects within its redevelopment areas. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law, and effective February 1, 2012 has been dissolved by the State legislature. Any outstanding TABs of the Agency are now limited obligations of the County of San Diego Successor Agency, which now manages the assets, repays the debts, and fulfills other obligations that were previously attributable to the Agency. An initial series of TABs was issued on September 12, 1995 as limited obligations of the Agency in the amount of $5.1 million for the construction of public improvements at the Gillespie Field Airport located on the Gillespie Field Redevelopment Project Area, which was one of the Agency's two redevelopment project areas. 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 from the County Airport Enterprise Fund 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 remains a limited obligation of the Successor Agency and is not secured by the County's General Fund. This pledge, along with certain Redevelopment Property Tax Trust Fund 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, authorization to issue GO bonds requires supermajority (two-thirds) voter approval as the bonds are secured by an ad valorem tax that may be levied in whatever amount is 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 2041-42, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs). The table following it shows the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

Long-Term Debt Obligations
Fiscal Years 2012-13 Through 2041-42



The following table reflects the County's outstanding financings as of June 30, 2013:

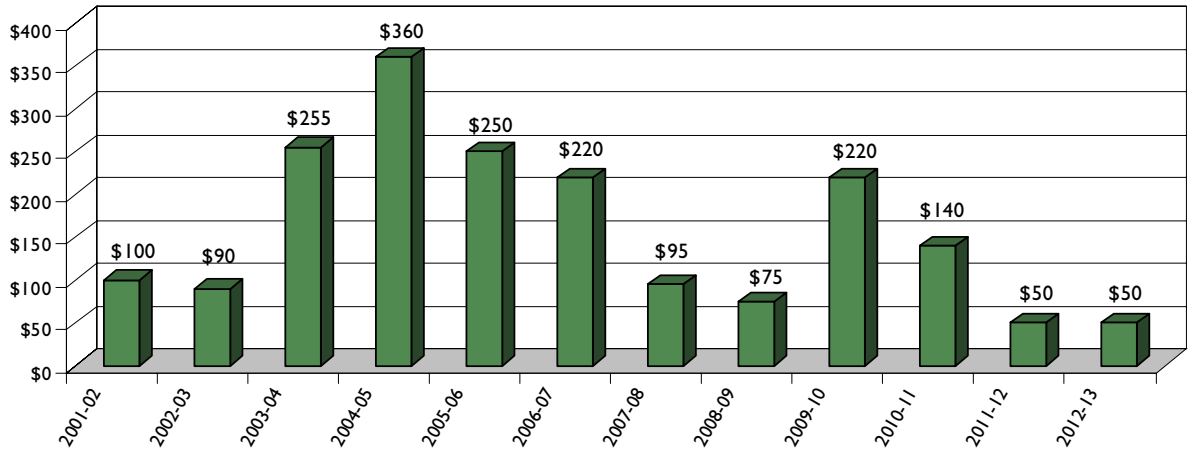
Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
2005 Edgemoor & RCS Refunding	2030	$ 112,395	$ 77,925
2005 North & East County Justice Facility Refunding	2019	28,210	16,140
2006 Edgemoor Completion Project	2030	42,390	36,985
2009 County Operations Center Phase 1A	2036	136,885	130,530
2009 Justice Facilities Refunding	2025	80,940	61,600
2011 MTS Tower Refunding	2019	19,260	15,175
2011 County Administration Center Waterfront Park	2042	32,665	32,090
2012 Cedar and Kettner Development Project	2042	29,335	29,335
Total Certificates of Participation and Lease Revenue Bonds		$ 482,080	$ 399,780
Taxable Pension Obligation Bonds			
Series 2002	2015	$ 132,215	$ 51,990
Series 2004[1]	2024	454,113	402,995
Series 2008	2027	343,515	315,545
Total Pension Obligation Bonds		$ 929,843	$ 770,530
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$ 16,000	$ 13,510
Total Tax Allocation Bonds		$ 16,000	$ 13,510

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

Short-Term Obligations

During the ordinary course of business, local governments, such as the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within 12 to 13 months of the date of issuance and are, therefore, considered short-term obligations. The chart below shows TRANs borrowing since 2001-02.

Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing
Fiscal Years 2001-02 Through 2012-13
(in millions)



Conduit Issuances

Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy,* also provides for the County to assist qualified nonprofit and for-profit entities to access 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. The Board of Supervisors may also consider assessment district and community facilities district financings to provide for public improvements, whether initiated by petition of the property owners, the County or a non-County agency.

All considerations for financing will be directed to the Debt Advisory Committee and, if the Committee decides that the conduit financing is feasible, financially and economically prudent, coincides with the County's objectives, and does not impair the County's creditworthiness, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the conduit financing will be borne by the applicants.

The following table reflects the County's outstanding conduit issuances as of June 30, 2013:

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp Healthcare	2028	$ 112,020	$ 75,610
1998 San Diego Natural History Museum	2028	15,000	10,800
2000 San Diego Museum of Art	2030	6,000	5,700
2002 San Diego Imperial Counties	2027	10,750	8,250
2003 Chabad	2023	11,700	7,900
2003 San Diego Jewish Academy	2023	13,325	10,425
2004 Museum of Contemporary Art	2034	13,000	6,150
2006 Sanford-Burnham Medical Research Institute	2034	59,405	51,760
2006 San Diego Foundation	2036	13,500	12,345
2008 The Arc of San Diego	2038	13,250	12,440
2010 Salk Institute for Biological Studies	2040	37,445	36,655
2012 Sanford-Burnham Medical Research Institute[1]	2030	18,885	18,885
Total Conduits		$ 324,280	$ 256,920
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 1,289
2001 Village West	2031	4,438	0
2002 Spring Valley	2032	3,250	1,776
Total Housing		$ 9,358	$ 3,065

[1] 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. In 2012, these COPs were refunded with a direct loan.

Excellence in Governing

Recognitions of Excellence

The County of San Diego continually looks to improve by seeking opportunities to streamline operations, leverage technology, maximize efficiency, and expand the public services and information available online and through social media, among many other innovations. The County remains dedicated to maintaining its standing as a best practices organization, offering programs that improve the lives of San Diego County residents in ways that are relevant and measurable.

The County is proud that its leadership and operational excellence continue to be recognized. Awards received from State and national organizations representing county governments are highlighted below:

- The County of San Diego received Statewide recognition from the **California State Association of Counties (CSAC)** in 2012. Two programs, described in the following section, were honored with ***Challenge Awards*** and two with ***Merit Awards.*** CSAC awards highlight creative programs of California's counties, recognizing leadership and results that improve service to residents and save time and money.
- In 2012, the County of San Diego has once again won national recognition by the **National Association of Counties (NACo).** Thirty-nine programs, each described in the following section, received ***Achievement Awards*** for excellence. Nationwide only one other county received as many awards. These awards in 21 categories recognize innovative programs that modernize county government and increase services to residents. The award-winning programs operate within all five County business groups and include programs that serve children, youth and seniors, promote environmental protection, enhance public safety and reflect efficient, effective county administration.

Descriptions of these awards and additional recognitions of excellence that honor the County's progress in meeting its strategic goals appear in the following section:

Strategic Initiative - Safe Communities

- The County's Juvenile Forensic Assistance for Stabilization and Treatment Program, a collaborative court program to help juvenile offenders with mental health needs, was awarded the ***2012 Juvenile Justice "At Large" Award*** by the **County Juvenile Justice Commission.**
- The Medical Examiner's Office was recognized by the **San Diego Police Department (SDPD)** and **Lifesharing**, a federally-designated organ and tissue recovery organization, for efforts to support crime victims. The office was instrumental in helping slain SDPD Officer Jeremy Henwood fulfill his wish to donate his organs after death, despite an ongoing homicide investigation. The organizations recognized the contributions of the Medical Examiner's Office toward making Henwood a hero in death as in life.
- The Office of Emergency Services received a ***2012 Digital Government Achievement Award*** from the **Center for Digital Government** for the County's web portal for emergency information, www.sdcountyemergency.com.
- The **California Emergency Services Association** selected two communications programs of the Office of Emergency Services to receive their ***Gold Award*** for outstanding service in emergency management. Programs honored were the Accessible AlertSanDiego mass notification system which delivers emergency messages to the hearing- and visually-impaired, and the ReadySanDiego Partner Connection, a social network that helps improve emergency preparedness in the business community.
- **National Association of Counties (NACo) *2012 Achievement Awards***
  - *Accessible Hazard Alert System - Accessible AlertSanDiego* - a regional system to improve the emergency alerts for residents with sensory disabilities (deaf, blind, hard of hearing, or deaf/blind).
  - *Community Law School* - provides free legal education by bringing lawyers and judges to the public at the trusted venue of the County library.
  - *Community Ratings System Program* - a voluntary program that recognizes and encourages community flood plain management activities that exceed the standard of the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program's requirements.
  - *District Attorney Collaboration with Public Defender and Private Defense Counsel on eDiscovery* - a system to streamline the dissemination of discovery materials to defense counsel.
  - *Drive Like Your Life Depends On It* - The Patrol Speed and Safe Driving Initiative to address high speed on-duty patrol-related collisions developed by the San Diego County Sheriff's Department.

- *San Diego County Emergency Portal Website* - an emergency web portal that provides the public with updates on evacuations, shelters, interactive maps, and other critical information delivered to wherever people are – at home, at work, or on a mobile device.
- *San Diego County Probation Tracking Known Offenders* - a collaborative project of the Probation Department to provide information and criminal intelligence to assist the Sheriff's Department in solving crimes, with assistance from the Sheriff's Department in field supervision of medium and high-risk probationers by enforcing court orders.
- *San Diego County Probation Youthful Offender Unit (YOU)* - a local custodial and community supervision program to address the highest risk youthful offenders who were formerly sent to State institutions.
- *Veterans Treatment Review Calendar* - a collaborative court approach to the adjudication of veterans with military-related mental health problems.

Strategic Initiative - Healthy Families

- The Fallbrook Community Center received the ***Lights on Award*** from the **San Diego County Office of Education** for the After School Education and Safety Program which provides tutoring, nutrition education, mentoring and other positive activities for kindergarten through sixth grade students.
- The **San Diego Hunger Coalition** honored the Health and Human Services Agency's South Region Family Resource Center with two ***CalFresh Task Force*** awards:
  - The ***Liaison of the Year*** award was given to recognize a partnership with the Chula Vista Community Collaborative to assist families with CalFresh and Medi-Cal enrollment.
  - The ***CalFresh Community & County Partnership of the Year*** award honored efforts to conduct interviews for CalFresh enrollment via web cam.
- 2-1-1 San Diego and the Health and Human Services Agency Central Region ACCESS Customer Service Center received a ***Community & County Partnership of the Year*** award from the **San Diego Hunger Coalition** honoring the creation of a 211-ACCESS email line. This service has allowed community partners to better determine the status of a client's case.
- **National Association of Counties (NACo)** ***2012 Achievement Awards***
  - *Caregiving Clips Webinar Series* - a series of online videos featuring regional experts on topics of interest to family caregivers.
  - *Health & Human Services Agency Video Interviewing* - Through collaboration with community partners, the County established Video Interviewing as a means to improve customer service and enhance access to health coverage and food assistance.
  - *Healthy Works^{sm}: Paths to Healthy Living Media and Marketing Campaign* - a comprehensive and innovative program developed and launched as part of a large-scale effort to curb the tide on the obesity epidemic.
  - *"It's Up to Us" Mental Health Awareness and Stigma Reduction* - a five-year mass media campaign designed to empower residents to talk openly about mental illness, recognize symptoms, use local resources and seek help.
  - *Parenting Classes* - developed by the County Library to provide educational assistance to parents raising children.
  - *Passport to Healthy Aging: Elder Multicultural Access and Support Services* - a grassroots approach to assist immigrants and refugees, who often fail to navigate the public services system, with increased access and education to improve mental and physical health.
  - *"Positive Solutions" Depression Busters for Homebound Seniors* - helps homebound or socially isolated seniors who are at risk of depression or suicide to redirect their lives to be more social and active, and to rediscover pleasure.
  - *Public-Private Partnership to Improve Access to Nutrition and Health Benefits* - a successful partnership with 2-1-1 San Diego, a local, private nonprofit organization, to increase access to CalFresh and Medi-Cal benefits.
  - *Recovery Innovations - Client Operated Peer Supported Mental Health Services* - integrates mental health, rehabilitation and recovery services for adults with serious mental illnesses, to improve mental health and quality of life.
  - *SmartCare: Integrated Physical and Behavioral Healthcare for Rural Families* - provides integrated physical and behavioral health care to rural areas.

Strategic Initiative - Sustainable Environments

- San Diego County Library was honored with the ***2012 Library of the Year*** award by the educational publishing company **Gale** and **Library Journal** magazine, recognizing outstanding service to the community, creativity and leadership. The County Library's unprec-

edented growth in recent years, strategic budget allocation and innovative programming all helped to earn the award.

- The San Diego County Flood Control District received a ***2012 Award for Excellence*** from the **Floodplain Management Association** for the San Luis Rey Flood Forecast Program recognizing outstanding work in developing this unique flood forecast tool to increase warning time and to minimize damage and risk to human life. Flood forecast information is available at: www2.sdcounty.ca.gov/lu/flood_control/index.shtml.
- The completed Valley Center Road Bridge project received the ***2012 Project of the Year Award*** from the **American Public Works Association (APWA)** and the ***2012 Transportation Project Achievement Award*** from the **Construction Management Association of America**.
- The completed Black Canyon Road Bridge project received a ***2012 Honor Award*** from **APWA** and a ***2012 Outstanding Bridge Award*** from the **American Society of Civil Engineers.**
- The County received a **California State Association of Counties (CSAC) 2012** ***Challenge Award*** for the Department of Parks and Recreation's volunteer program, which has allowed public services to continue despite diminished funding. Volunteers save the department an estimated $2 million.
- **The National Association of Counties (NACo)** ***2012 Achievement Awards***
  - *Accessory Dwelling Unit Ordinance* - a Zoning Ordinance to streamline the regulations regarding various accessory dwelling types second dwelling units and guest living quarters.
  - *Acoustic Showcase Series* - an inexpensive and fun program hosting free concerts outside of local library branches.
  - *Flood Forecasting for the San Luis Rey River Watershed* - a first-of-its-kind model for forecasting flooding throughout the 562 square mile San Luis Rey watershed, to combat damaging floods and forecast potential flood impacts.
  - *Innovative Approach to Promoting Low Impact Design Techniques* - the installation of two exhibits, in partnership with the Water Conservation Garden at Cuyamaca College, using Low Impact Design (LID) principles to reduce the contribution of pollutants from urban runoff and stormwater to local water bodies.
  - *Tiered Winery Ordinance and Environmental Impact Report* - new winery regulations covering approximately 441,000 acres within the unincorporated county, to establish small boutique wineries on agricultural lands without the need for a discretionary permit.

Operational Excellence Awards

The awards listed below recognize programs or accomplishments that support the County's Required Disciplines for Excellence outlined in the County's Strategic Plan:

- The **San Diego County Taxpayers Association** recognized the County of San Diego Capital Program as the winner of the ***2012 Grand Golden Watchdog Award***. By setting aside cash reserves during years of high revenue growth, the County paid cash for one-time new construction projects rather than financing them with long-term debt. As a result of these cost saving measures over the past decade, the County of San Diego Capital Program will save taxpayers approximately $1.46 billion over the next 30 years.
- The County Communications Office was honored with three regional ***Emmy*** awards from the **National Academy of Television Arts & Sciences'** Pacific Southwest region for video pieces including "The Eights Signs of Terrorism," produced in partnership with the Office of Emergency Services, the Sheriff's Department and other local public safety agencies to educate the public about how to report suspicious behavior; "Safety Stickler," which focused on County regulation of tattoo parlors; and "Solar Cars," which followed middle school students as they competed in a solar car design competition.
- The redevelopment of the County Operations Center garnered a ***2012 People's Choice Orchid Award*** from the **San Diego Architectural Foundation,** a nonprofit organization dedicated to education and the promotion of outstanding architecture, planning and urban design throughout the San Diego region. This is the second consecutive year the County was recognized with this award, having earned one in 2011 for the Fallbrook Library.
- The Department of Child Support Services was named 2012's ***Most Improved County Program*** by the **National Child Support Enforcement Association** and the **California Department of Child Support Services** for improvements in collections resulting from process

improvements and developing relationships with participants.

- The Department of Child Support Services earned recognition from the **California Department of Child Support Services** in 2012 for ***Top Overall Performance*** among large California county child support services departments. This is the third time in four years that San Diego County had been the top performer among the State's large counties.
- The Justice Electronic Library System (JELS), a County Technology Office initiative in partnership with the Probation Department, District Attorney and Public Defender, earned a ***Digital Government Achievement Award*** from the **Center for Digital Government** in recognition of this outstanding project among many submitted by governments internationally. JELS is used in Juvenile Court to improve electronic file sharing.
- For the 12th consecutive year, the Department of Purchasing & Contracting received the ***Achievement in Excellence in Procurement*** from a group of organizations including the **National Procurement Institute**. The County was one of 40 government agencies in California and one of 41 counties in the U.S. to receive this award that recognizes innovation, professionalism, e-procurement, productivity and leadership attributes of the procurement function.
- For the 11th consecutive year, the **Government Finance Officers Association of the United States and Canada (GFOA)** recognized the County with the ***Distinguished Budget Presentation Award*** for the Adopted Operational Plan Fiscal Years 2012-2013 & 2013-2014. This award is a significant achievement for the County as it reflects a commitment to the highest standards of governmental budgeting.
- The County received the **Certificate of Achievement for Excellence in Financial Reporting** from the GFOA for its Fiscal Year 2011-12 Comprehensive Annual Financial Report (CAFR). This certificate is the highest form of recognition for governmental accounting and financial reporting.
- **California State Association of Counties (CSAC) *2012 Challenge Award***
  - *Justice Electronic Library System (JELS)* - eliminated paper files used by deputy district attorneys and support staff, saving $360,000 in productivity.
- **California State Association of Counties (CSAC) *2012 Merit Awards***
  - *Lean Six Sigma Capacity Building Initiative* - developed competencies of staff in the Health and Human Services Agency to improve complicated, inefficient processes by eliminating waste in services, boosting quality and results.
  - *Public Administrator/Public Guardian E-Referral System* - a secure, web-based system for public referrals to the Public Administrator/Public Guardian for estate administration or conservatorship.
- **National Association of Counties (NACo) *2012 Achievement Awards***
  - *Advanced Competencies for the Administrative Professional of the 21st Century* - a rigorous 7-week training program to empower administrative support staff in the Health and Human Services Agency to develop the skills needed to meet the heightened demand for services in an environment of a shrinking workforce.
  - *Automating Housing Inspections Saves Staff Time, Mileage & Gas* - A computerized route optimization and planning program for inspection of rental assistance housing units that replaces Housing and Community Development's manual process of routing and scheduling inspections.
  - *AWM Invoice Bar Coding* - a bar coding program for processing permit and registration payments in the Agriculture, Weights and Measures Department, resulting in increased efficiency and reliability.
  - *Child Support Employer Webinar* - a live, online webinar presentation to more effectively educate employers on their responsibilities when receiving an Income Withholding Order (IWO) for employees' mandated court ordered child support deductions.
  - *Cloud-Based Contract Administration System* - a cloud-based contract administration software service that has increased oversight of contracting functions by departments, employees and contractors.
  - *Deferred Compensation Women & Retirement Program* - as part of a retirement planning and investment educational campaign for all County employees, this focused program incorporated education aimed at a clearly defined audience while addressing current objectives and reaching a new audience.
  - *Deputy Sheriff Cadet Recruitment Redesign* - a substantial redesign of the recruitment process for qualified Deputy Sheriff Cadets by the Department of

Human Resources using more effective screening of applicants at the front end of the process, resulting in expedited recruitment of quality candidates.

- *Development of Portfolio Accounting and Portfolio Analytics Interface* - a technology-based data extraction process allowing staff to perform analytics on current and historical portfolios.
- *District Attorney Transcription Process Reengineered* - a comprehensive streamlined approach developed to ensure an accurate reproduction of evidential recordings from law enforcement agencies about alleged crimes.
- *E-Audit for Health & Human Services Contractors* - the Health and Human Services Agency automated the manual process of contractor audits, improving auditor efficiency and electronic access to files.
- *eVisit System* - allows the public to schedule an Inmate Social Visit with the Sheriff's Department via the Internet, reducing wait times and improving efficiency in the scheduling of over 114,000 Inmate Social Visits each year.
- *Justice Electronic Library System* - automates the distribution, receipt and offsite use of Probation documents, police reports, and other documents received from outside parties that are all required for Juvenile Court Delinquency hearings.
- *Preventing 1503 MEDS Errors* - an electronic training course to help eligibility staff prevent the 1503 Critical Medi-Cal (a.k.a. Medicaid) Eligibility Determination System (MEDS) errors which can disrupt needed Medi-Cal coverage for clients.
- *Public Administrator/Public Guardian E-referral System* - a secure online system that allows the public to refer individuals who are no longer capable of managing their own finances to the Public Administrator or Public Guardian, improving customer service.
- *San Diego County SDFusion* - a centralized intelligence indexing system in the Sheriff's Department that provides increased data sharing between law enforcement agencies, improved disaster preparedness and delivered actionable data to assist decision making by officers and first responders in the field.

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

County of San Diego

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Public Safety Group Summary & Executive Office

Group Description

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

PSG Departments

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

Mission Statement

As a regional coalition of leading and respected public safety and criminal justice partners, the Public Safety Group improves public safety and criminal justice in San Diego County, and communicates and coordinates within our group and the community to deliver quality programs and services.

Vision Statement

A county where residents are safe and protected and have confidence in the criminal justice system, offenders are held accountable through appropriate sentences, proven strategies are implemented to reduce recidivism and successfully transition offenders back into communities, and communities are able to prepare, respond and recover from natural disasters and other emergencies.

2012-13 Anticipated Accomplishments

Addressed public safety needs, the challenges of Assembly Bill (AB) 109, *Public Safety Realignment (2011)* implementation and the transfer of responsibility for certain offenders from the State to counties by working collaboratively with all criminal justice agencies to achieve the Public Safety Group's vision through the following actions:

- Promoted strategies that prevent crime and make neighborhoods safe places to work, live and play.
  - Provided early intervention with at-risk youth in the crime-prone years and implemented policing strategies stressing prevention, early identification and timely intervention. This included a multidisciplinary advisory committee comprised of representatives from the Superior Court, Probation Department and local law enforcement that developed alternative placements for first-time juvenile offenders who have committed violence against family members.
  - Educated residents through community outreach and employed prevention and safety programs, including Office of Emergency Services' (OES) "OES for Kids" personal preparedness sessions at five elementary schools and through communication to businesses.
- Promoted and implemented strategies that protect residents from crime or abuse.
  - Continued proactive law enforcement activities in the unincorporated area and cities that contract with the Sheriff's Department for law enforcement services, with deputies initiating over 300,000 actions while on patrols.

- Monitored offenders subject to community supervision to mitigate new crime offenses, resulting in 66% of supervised offenders completing their term of supervision with no convictions for a new crime.
- Employed information-led policing strategies to address crime problems at the local and regional level, including expanding the Tracking Known Offender program to all sheriff stations.

- Provided for a strong, collaborative criminal justice system that holds offenders accountable.
  - Collaborated with the local courts to ensure offenders were appropriately detained or sanctioned, including participation in Offender Reentry Court, Adult and Juvenile Drug Court, and Homeless Court.
  - Employed appropriate sanctions that are balanced with rehabilitation opportunities, where appropriate. Introduced a Residential Reentry Center to provide work readiness training to certain in-custody offenders.
  - Provided quality investigation and crime analysis to lead to successful identification and prosecution of offenders. Deployed the San Diego Regional Sex Offender Management System as an investigative tool available to the Sexual Assault Felony Enforcement (S.A.F.E.) Task Force in 90% of local law enforcement agencies
- Reduced recidivism by implementing treatment strategies that help offenders successfully reenter society.
  - Advanced the provision of treatment and diversion programs while adult offenders are in jail, addressing both health and behavioral health needs with the creation of the Reentry Services Division within the Sheriff's Detention Services Bureau.
  - Employed transitional services for offenders as they exit out of detention facilities. Established a Community Transition Center to engage returning post release community supervision offenders to treatment and services.
  - Integrated evidence-based practices and principles in collaboration with community and justice partners, including training 822 Deputy Probation Officers in research-supported methods of offender case planning and intervention strategies.
- Continued to strengthen the County's and communities' ability to prepare for, respond to and recover from disasters.
  - Collaborated with regional fire service agencies to improve fire protection and emergency response services, including the introduction of additional training opportunities for volunteer firefighters.
  - Engaged residents, the private sector and local jurisdictions through community outreach events and emergency readiness planning, including training for 100 regional partners on the proper use of the AlertSanDiego mass notification system.
- Leveraged technology innovations to improve service delivery and operational efficiency.
  - Continued implementation of technologies, including a paperless litigation file used in child support cases and completed implementation of the eDiscovery system to streamline the dissemination of discovery materials to defense counsel.
  - Developed the SD Emergency mobile application to improve service delivery and enhance the flow of information to the public through providing interactive access to local disaster information.

2013-15 Objectives

Align activities of the Public Safety Group with the key outcomes of the County's *Live Well, San Diego!* Living Safely strategy; addressing the incidence of crime and injury and the community experience of overall safety. The key outcomes are: Residents are protected from crime and abuse; Neighborhoods are safe to work, live and play; and Communities are resilient to disasters and emergencies. These objectives facilitate collaborative policy development across various public agencies, with private sector partners and support the key outcomes of the *Live Well, San Diego!* Living Safely strategy.

Strategic Initiative – Safe Communities

- Residents are protected from crime or abuse.
  - Monitoring offenders subject to community supervision to mitigate new crimes.
    - Employ information-led policing strategies to crime problems at the local and regional levels.
    - Reduce recidivism through evidence-based practices and services in collaboration with community and justice partners.
  - Continue proactive law enforcement activities in the unincorporated area and in cities that contract with the Sheriff's Department for law enforcement services.
  - Expand services to offenders in custody and increase detention capacity; support the opening of Phase I of the Women's Detention Facility and begin the operation of the East Mesa Detention Re-Entry and Rehabilitation Facility.
- Communities are resilient to disasters and emergencies.

- Collaborate with regional fire service agencies to improve fire protection and emergency response services.
- Engage residents, the private sector and local jurisdictions through community outreach events and emergency readiness planning.
- Coordinate with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
- Incorporate disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.

Strategic Initiative – Healthy Families

- Neighborhoods are safe to work, live and play.
  - Focus on youth in local communities with actions to steer them in a positive direction.
  - Educate residents through community outreach, prevention and safety programs.
  - Assist and advocate for the victims of crime.
  - Promote the well-being of children and the self-sufficiency of families through the success of the child support program.

Required Discipline for Excellence – Information Services

- Leveraging technology innovations to improve service delivery and operational efficiency.
  - Continue projects to support improved process efficiencies and data sharing.

Related Links

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

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $10.2 million.

- Salaries and Benefits — increase of $0.2 million reflects an increase in County retirement contributions.
- Services and Supplies — net increase of $4.1 million due to an increase in amounts budgeted and retained in the Special Revenue Fund for 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 offset by a decrease in operational costs.
- Operating Transfers Out — increase of $5.9 million reflects a change in transfers to public safety agencies of increased revenues from Proposition 172, which support regional law enforcement services.

Revenues

Net increase of $10.2 million.

- Revenue from Use of Money & Property — decrease of $1.5 million due to termination of lease revenue pursuant to the terms of court facility transfer agreements.
- Intergovernmental Revenue — increase of $15.5 million due to an increase in revenues from Proposition 172, which support regional law enforcement services.
- Use of Fund Balance — net decrease of $5.5 million. A total of $1.6 million is budgeted.
  - $0.15 million for the development of cross-department information technology proposals.
  - $0.16 million for temporary support for Public Safety Realignment.
  - $1.3 million for regional law enforcement support and one-time purchases of law enforcement equipment, rebudgeting of information technology equipment and the replacement of radios used in regional communications.
- General Purpose Revenue Allocation — increase of $1.6 million to offset costs of increased County retirement contributions and the loss of lease revenue.

Executive Office Budget Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $6.6 million is primarily to align to anticipated levels of Proposition 172 revenue.

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 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 Pay-

ment. The detailed changes in the State and County financial and management responsibilities are included in the Joint Occupancy Agreements.

Budget Changes and Operational Impact: 2012-13 to 2013-14

Expenditures

Net decrease of $0.6 million.

- Other Charges — decrease of $0.7 million to align to actual levels of expenditures.
- Services and Supplies — increase of $0.1 million due to increased operational costs.

Revenues

Net decrease of $0.6 million.

- Fines, Forfeitures and Penalties — decrease of $0.5 million to align to actual levels of revenue received.
- Charges for Current Services — decrease of $0.7 million to align to actual levels of revenue received.
- General Purpose Revenue Allocation — increase of $0.6 million to offset the decline in revenues supporting statutorily required payments described above.

Budget Changes and Operational Impact: 2013-14 to 2014-15

No significant changes.

Group Staffing by Department

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety Executive Office	11.00	11.00	11.00	0.0	11.00
District Attorney	1,022.00	978.00	982.00	0.4	982.00
Sheriff	3,812.00	3,896.00	4,167.00	7.0	4,168.00
Child Support Services	472.00	472.00	471.00	(0.2)	471.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Office of Emergency Services	17.00	17.00	17.00	0.0	17.00
Medical Examiner	51.00	52.00	54.00	3.8	54.00
Probation	1,225.00	1,331.00	1,332.00	0.1	1,332.00
Public Defender	344.00	346.00	352.00	1.7	352.00
San Diego County Fire Authority	13.00	13.00	13.00	0.0	13.00
Total	6,971.00	7,120.00	7,403.00	4.0	7,404.00

Group Expenditures by Department

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety Executive Office	$ 225,721,278	$ 233,816,846	$ 243,967,318	4.3	$ 250,576,467
District Attorney	155,180,194	154,680,088	160,601,222	3.8	159,460,500
Sheriff	611,215,907	635,192,554	676,715,678	6.5	684,914,304
Child Support Services	51,122,040	50,956,406	51,723,838	1.5	52,703,359
Citizens' Law Enforcement Review Board	589,485	588,111	606,082	3.1	614,191
Office of Emergency Services	10,471,121	9,180,674	6,930,698	(24.5)	5,181,537
Medical Examiner	8,897,649	8,951,213	9,481,818	5.9	9,382,046
Probation	179,673,491	207,109,589	212,028,100	2.4	210,402,642
Public Defender	69,460,410	72,757,375	74,430,178	2.3	74,098,887
Contribution for Trial Courts	71,538,487	71,538,673	70,903,113	(0.9)	70,903,113
San Diego County Fire Authority	26,456,932	24,664,211	26,407,882	7.1	18,276,446
Total	$ 1,410,326,994	$ 1,469,435,740	$ 1,533,795,927	4.4	$ 1,536,513,492

Executive Office Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety Executive Office	11.00	11.00	11.00	0.0	11.00
Total	11.00	11.00	11.00	0.0	11.00

Executive Office Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety Executive Office	$ 22,615,635	$ 6,930,453	$ 6,645,128	(4.1)	$ 6,523,123
Public Safety Proposition 172	203,105,643	226,886,393	237,322,190	4.6	244,053,344
Total	$ 225,721,278	$ 233,816,846	$ 243,967,318	4.3	$ 250,576,467

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,677,430	$ 1,775,119	$ 1,931,530	8.8	$ 1,968,302
Services & Supplies	4,021,341	6,029,217	10,126,000	67.9	15,840,875
Other Charges	616,864	626,117	635,508	1.5	635,508
Fund Balance Component Increases	16,300,000	—	—	—	—
Operating Transfers Out	203,105,643	225,386,393	231,274,280	2.6	232,131,782
Total	$ 225,721,278	$ 233,816,846	$ 243,967,318	4.3	$ 250,576,467

Executive Office Budget by Categories of Revenue

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ 1,876,914	$ 1,876,914	$ 424,032	(77.4)	$ —
Intergovernmental Revenues	196,495,643	220,536,681	236,027,012	7.0	242,583,166
Charges For Current Services	708,000	708,000	708,000	0.0	708,000
Miscellaneous Revenues	24,554	24,554	—	(100.0)	—
Use of Fund Balance	23,133,257	7,084,873	1,605,982	(77.3)	3,582,722
General Purpose Revenue Allocation	3,482,910	3,585,824	5,202,292	45.1	3,702,579
Total	$ 225,721,278	$ 233,816,846	$ 243,967,318	4.3	$ 250,576,467

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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Worked collaboratively with local law enforcement on the implementation of Assembly Bill (AB) 109, *Public Safety Realignment (2011)*, and the reintegration of offenders into the community.
- Expanded services for domestic violence victims in the northern region of San Diego County through the implementation of a High Risk Domestic Violence Team in partnership with local providers and law enforcement.

Strategic Initiative – Sustainable Environments

- Developed a strategy to implement electronic content management that addressed document workflow, management and retention, which improved the efficiency of document sharing, retrieval and use.
- Participated as a member of the multidisciplinary advisory committee comprised of representatives from the Superior Court, Probation Department and local law enforcement in developing alternative placements for first-time juvenile offenders who have committed violence against family members.

Required Discipline for Excellence – Information Services

- Completed implementation of the eDiscovery system to streamline the dissemination of discovery materials to defense counsel.
- Implemented secure wireless network capabilities in all District Attorney offices allowing staff to access District Attorney's applications using mobile devices. This increased staff efficiency, productivity and workforce collaboration.
- Developed a strategy to further automate the travel request process for District Attorney business travelers creating a more efficient method for reimbursement of out-of-pocket expenses.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Collaborate with criminal justice partners locally and statewide to expand the integration and use of DNA information by prosecutorial agencies, to strengthen the quality of crime analysis and criminal prosecutions.
- Expand the District Attorney's Youth Advisory Board to two additional high schools to assist students in developing solutions for issues facing young people in their respective communities.
- Work collaboratively with the Superior Court and local law enforcement to develop and implement the revocation process in accordance with Public Safety Realignment.
- Expand services for domestic violence victims in the eastern region of San Diego county through the implementation of a High Risk Domestic Violence Team in partnership with local providers and law enforcement.
- Continue to support the Reentry Roundtable comprised of organizations actively involved in making neighborhoods safe.

- Collaborate with Sheriff's crime lab to expand the integration and use of fingerprint information by prosecutorial agencies, to strengthen the quality of crime analysis and criminal prosecutions.
- Achieve a conviction on 94% of felony cases prosecuted.
- Achieve a conviction on 90% of misdemeanor cases prosecuted.

Required Discipline for Excellence – Fiscal Stability

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

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Incorporate an employee wellness presentation into the District Attorney's annual office-wide training to create awareness about employee health and efficiency.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Achieve a conviction on felony cases prosecuted[1]	94% of 15,714	94%	95% of 16,340	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	88% of 25,048	90%	88 % of 20,960	90%	90%
Resolve adult felony cases prior to the preliminary hearing[2]	77% of 15,720	70%	78% of 16,340	70%	70%

Table Notes

[1]"Cases" refers to the number of people prosecuted.

[2] The total number of cases for Fiscal Year 2011-12 Actuals of 15,720 for resolution prior to the preliminary hearing differs from the total number of cases reported in the measure of felony conviction rate of 15,714 in Fiscal Year 2011-12 due to cases that were initially issued as a felony or misdemeanor but were later charged at a different level.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 4.00 staff years.

- Increase of 2.00 staff years for Victim/Witness Assistance Program Managers to address expanding responsibilities and the rights of crime victims associated with the implementation of Public Safety Realignment as approved by the Board of Supervisors in January 2013.
- Increase of 2.00 staff years for Paralegal positions to address expanding responsibilities associated with the parole revocation process as required with the implementation of Public Safety Realignment.

Expenditures

Net increase of $5.9 million.

- Salaries and Benefits — net increase of $5.8 million.
  - Increase of $2.5 million due to an increase in County retirement contributions and an increase in workers' compensation insurance costs.
  - Increase of $1.5 million due to a negative salary adjustment reduction.
  - Increase of $1.5 million in temporary contract help related to the implementation of office-wide document imaging projects.
  - Increase of $0.3 million due to the addition of 4.00 staff years as described above.
- Other Charges — net decrease of $0.3 million primarily due to a reduction in the High Technology Theft and Apprehension and Prosecution Program and the expi-

ration of funding through the American Recovery and Reinvestment Act (ARRA) of 2009 for the Jurisdictions Unified for Drug Gang Enforcement (JUDGE) Program.

- Operating Transfers Out — decrease of $0.1 million due to the reduction in the use of Federal Asset Forfeiture Funds for overtime costs.
- Management Reserves — increase of $0.5 million for a total budget of $4.0 million for facility maintenance, renovation and ergonomic upgrades ($3.0 million) and document management and imaging projects ($1.0 million).

Revenue

Net increase of $5.9 million.

- Intergovernmental Revenues — no net change.
  - Decrease of $0.2 million in the United States Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program.
  - Decrease of $0.2 million in the High Technology Theft Apprehension and Prosecution (CATCH) Program.
  - Decrease of $0.1 million in the State of California Child Abduction and Recovery Program.
  - Increase of $0.3 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount.
  - Increase of $0.2 million in State of California Department of Insurance programs.
- Other Financing Sources — increase of $0.6 million due to projected receipts from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which support regional law enforcement services. Proposition 172 revenues are applied, in part, to completing a multiyear strategy to mitigate previous reductions in Proposition 172 revenues.
- Use of Fund Balance —increase of $3.3 million. A total of $8.5 million is budgeted for multiyear projects related to facility maintenance, renovation and ergonomic upgrades, information technology refresh and upgrades, electronic discovery and activities related to document imaging solutions to reduce offsite storage costs and Federal Asset Forfeiture Funds to support law enforcement purposes.
- General Purpose Revenue Allocation — increase of $2.0 million for increased County retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $1.1 million. A decrease of $5.0 million in Capital Assets and Management Reserves is due to the anticipated completion of one-time projects, partially offset by an increase of $3.9 million in Salaries and Benefits due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Criminal Prosecution	577.00	553.00	557.00	0.7	557.00
Specialized Criminal Prosecution	275.00	263.00	263.00	0.0	263.00
Juvenile Court	44.00	42.00	42.00	0.0	42.00
Public Assistance Fraud	72.00	69.00	69.00	0.0	69.00
District Attorney Administration	54.00	51.00	51.00	0.0	51.00
Total	1,022.00	978.00	982.00	0.4	982.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Criminal Prosecution	$ 95,053,646	$ 94,953,886	$ 99,436,253	4.7	$ 96,644,623
Specialized Criminal Prosecution	46,184,713	46,256,101	47,107,092	1.8	48,182,920
Juvenile Court	5,885,296	5,896,983	6,129,375	3.9	6,287,367
Public Assistance Fraud	(1,143,823)	(1,159,565)	(962,799)	(17.0)	(775,959)
District Attorney Administration	8,483,362	8,117,683	8,376,301	3.2	8,606,549
District Attorney Asset Forfeiture Program	717,000	615,000	515,000	(16.3)	515,000
Total	$ 155,180,194	$ 154,680,088	$ 160,601,222	3.8	$ 159,460,500

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 132,973,095	$ 135,573,564	$ 141,415,971	4.3	$ 145,275,249
Services & Supplies	20,346,314	20,106,423	20,106,423	0.0	20,106,423
Other Charges	2,700,620	3,194,069	2,884,891	(9.7)	2,884,891
Capital Assets Equipment	2,360,200	1,382,200	1,382,200	0.0	382,200
Expenditure Transfer & Reimbursements	(8,900,035)	(9,176,168)	(9,188,263)	0.1	(9,188,263)
Operating Transfers Out	200,000	100,000	—	(100.0)	—
Management Reserves	5,500,000	3,500,000	4,000,000	14.3	—
Total	$ 155,180,194	$ 154,680,088	$ 160,601,222	3.8	$ 159,460,500

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 18,693,207	$ 19,171,158	$ 19,171,158	0.0	$ 19,171,158
Charges For Current Services	910,000	1,060,000	1,060,000	0.0	1,060,000
Miscellaneous Revenues	2,616,297	2,616,297	2,616,297	0.0	2,616,297
Other Financing Sources	41,436,277	45,944,485	46,541,641	1.3	46,962,353
Use of Fund Balance	12,775,540	5,242,927	8,515,000	62.4	3,515,000
General Purpose Revenue Allocation	78,748,873	80,645,221	82,697,126	2.5	86,135,692
Total	$ 155,180,194	$ 154,680,088	$ 160,601,222	3.8	$ 159,460,500

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Sheriff

Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles. The department's approximately 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 909,000 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 5,500 inmates per day. The Sheriff's detention facilities conduct approximately 135,000 inmate bookings annually. Services provided to the San Diego Superior Court 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Implemented the County Parole and Alternate Custody (CPAC) Unit to mitigate overcrowding in County detention facilities in July 2012 and monitored an average of 300 offenders out of custody. CPAC consists of Home Detention Electronic Monitoring where inmates wear a GPS transmitter while serving their sentences at home when enrolled in the program; a Residential Reentry Center (RRC) for screened inmates who would otherwise be eligible for Home Detention Electronic Monitoring but were found to be without a viable residence; and County Parole which is an early release program from County jail for low-risk offenders.
  - 296 eligible inmates have been monitored electronically since the beginning of CPAC.
  - 102 Inmates have successfully completed participation in the CPAC programs.
  - 57 inmates returned to custody for various reasons.

- Deployed the San Diego Regional Sex Offender Management System to 90% of local law enforcement agencies, below the goal of deploying the system to all agencies. Delays in the system migration were due to technical issues of local law enforcement agencies switching to the new system.
- Deployed the San Diego Regional Sex Offender Notification System to the public in March 2013. This system allows the public to subscribe to receive alerts on changes to the status of sex offenders as reported in the Megan's Law database. The release date was delayed due to unforeseen technical challenges that necessitated additional data quality checks.
- Developed an annual program and conducted five enforcement operations to coincide with significant annual youth-oriented events (e.g. graduations, prom, winter break, spring break) that used various social host ordinances throughout the County to reduce opportunities for teenage alcohol and drug abuse.
- Increased cooperation with the Probation Department by expanding the Tracking Known Offenders (TKO) program to all Sheriff stations in November 2012.
- Developed strategies to manage the shortage of detention facility beds resulting from the implementation of Assembly Bill (AB) 109, *Public Safety Realignment (2011)*. Some of the strategies developed include the application of Accelerated Release Credits for non-realigned inmates, use of the County Parole and Alternative Custody Unit to manage inmates assessed with low risk for violence in the community, co-administration of the Work Furlough and Residential Reentry Center program with the Probation Department, the expansion of the East Mesa Detention Re-Entry and Rehabilitation Facility by 400 beds and the construc-

tion of a new Women's Detention Facility with expanded opportunities for programming and treatment.

- Implemented the Reentry Services Division in the Detention Services Bureau. As part of reentry services, developed and implemented programming for inmates sentenced to custody for longer than one year. The reentry program will be housed in the expansion of the East Mesa Detention Re-Entry and Rehabilitation Facility by June 2014.
- Completed an upgrade of the Regional Communications System (RCS) core by the goal date of March 2013 with funding awarded from 2009 and 2011 Urban Area Security Initiative (UASI) grants. The upgraded core will help extend the useful life of the existing system until a new system can be funded, procured and installed.
- Continued planning efforts for the RCS replacement system, including the development of a Memorandum of Understanding to facilitate a commitment of participation from the RCS participating agencies.

Required Discipline for Excellence – Essential Infrastructure

- Completed construction of the Rancho San Diego Station in conjunction with the Department of General Services by December 2013.
- Continued planning efforts related to the new Women's Detention Facility with groundbreaking for roads and infrastructure in July 2012, and construction began in March 2013.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Conducted 7 academies with 109 Detention/Court Services and 114 Law Enforcement cadets completing training in order to maintain adequate detention facility staffing at 90% of authorized positions by June 2013.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Fully implement information-led policing throughout the department as the primary philosophy used to address crime trends in order to establish San Diego as the safest urban county in the country.
  - Implement the Information Managed Policing Addressing Community Threats (IMPACT) program at every station and substation.
  - Increase the use of analytical staff providing information to field operations.
  - Build regional partnerships with other law enforcement agencies and the community to share information, including the creation of Community Advisory Groups to discuss crime trends and public safety concerns with residents and businesses.
  - Expand the use of technology to disseminate information at every station and use facial recognition software to identify criminals in the community.
- Improve the ability of deputies to work with mentally ill subjects by ensuring that 100% of deputies in the Law Enforcement Services Bureau complete eight-hour Psychiatric Evaluation Response Team training by May 2014.
- Continue to focus on youth in local communities using a three prong approach of education, awareness and enforcement to engage and steer youth in a positive direction by:
  - Increasing the use of social host enforcement operations by 40% in order to reduce opportunities for teenage alcohol and drug abuse.
  - Providing Start SMART driving education classes throughout the year for newly licensed drivers.
  - Providing Sober Graduation enforcement programs in the months of May and June throughout the county.
  - Implementing a juvenile traffic citation diversion program.
  - Establishing a juvenile leadership/mentoring camp program.
  - Establishing Youth Community Advisory Groups.
- Evaluate using body scanning equipment to increase capabilities of detecting contraband (e.g., drugs, weapons, etc.) as it is smuggled into detention facilities.
- Complete the update of the Superior Court contract for services that improves the fiscal health of the contract over a five-year period.
- Complete Phase 1 of building improvements for the new Women's Detention Facility by June 2014. Phase 2 of the project will include the demolition of the existing jail and will be completed in November 2015.
- The East Mesa Detention Re-Entry and Rehabilitation Facility is expected to begin construction in June 2013 and be complete by May 2014. The expansion project will consist of two new housing units, a new intake area and classrooms to provide services for 400 inmates.

- The new Rancho San Diego Station will provide law enforcement services to the unincorporated areas east of Lemon Grove. Construction of the new 25,000 square foot station has begun and is expected to be completed by December 2013.
- The new Pine Valley Substation is scheduled to begin construction in June 2013 on a one acre site adjacent to the County's park and library and is scheduled for occupancy in April 2014.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Increase hiring to meet department goals of opening the East Mesa Detention Re-Entry and Rehabilitation Facility, the Women's Detention Facility and achieving 99% staffing of the Emergency Services Dispatcher classification.
  - Achieve a higher number of female recruits in each academy class (eight females per academy class) to achieve department goals for staffing the new Women's Detention Facility.
- Work with other County departments to improve health and academy readiness of new recruits/cadets and reduce injuries at the Regional Academy. Develop a Department Wellness Committee and work with County Risk Management to develop employee wellness programs and increase employee attendance.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Priority 1 & 2 Response Times:					
— Incorporated Response Times (in minutes)	9.5	9.5	10.2	9.4	9.4
— Unincorporated Response Times (in minutes)	12.9	13.1	13.4	13.2	13.2
— Rural Response Times (in minutes)[1]	21.9	22.6	21.5	22.9	22.9
Public Calls for Service	211,282	196,504	212,121	188,184	188,184
Deputy Initiated Actions (DIA)	300,774	302,367	300,112	294,318	294,318
Daily Average – Number of Inmates	4,846	5,500	5,500	5,900[2]	6,100
— Number of Inmates serving one year or more[3]	N/A	400	1,000[4]	1,200	1,300
Number of Jail Bookings	130,044	135,000	126,000	138,000	138,000
Bank Garnishment Civil Unit Processing	8 days	8.5 days	7.5 days	7.5 days	7.5 days
Warrants Cleared[5]	4,213	3,000	3,600[6]	3,000	3,000

Table Notes

[1]A slight increase is projected for Rural Response time in Fiscal Year 2013-14. This reflects an emphasis on safe driving practices while continuing to respond appropriately to all calls aided by information-led policing strategies.

[2]The daily average number of inmates for Fiscal Year 2013-14 includes the availability of 400 additional reentry beds to be constructed at the East Mesa Detention Re-Entry and Rehabilitation Facility.

[3]Number of inmates serving one year or more is a new Performance Measure identified for Fiscal Year 2012-13. The number is expected to increase in Fiscal Year 2013-14 due to the implementation of Public Safety Realignment.

[4]The actual number of inmates serving one year or more in Fiscal Year 2012-13 was higher than projected due to limited department experience with Public Safety Realignment at the time of the projection.

[5]The number of warrants cleared is expected to decrease in Fiscal Year 2013-14 as detention facility capacity is exceeded.

[6]The number of warrants cleared was expected to decrease in FY 2012-13 as jail capacity was reached. This did not occur as rapidly as projected.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 271.00 staff years.

- Net increase of 243.00 staff years in the Detention Services Bureau.
  - Increase of 140.00 staff years for the Women's Detention Facility.
  - Increase of 106.00 staff years for the East Mesa Detention Re-Entry and Rehabilitation Facility funded by State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount as a result of Public Safety Realignment.
  - Decrease of 3.00 staff years as a result of transfers to the Law Enforcement Services Bureau and from the Human Resource Services Bureau for operational needs.
- Net increase of 13.00 staff years in the Law Enforcement Services Bureau.
  - Increase of 6.00 staff years in Crime Analysis to increase the department's ability to use the proven effectiveness of Information-Led Policing and perform required analytical work.
  - Increase of 2.00 staff years in Homicide to address an increased caseload.
  - Increase of 1.00 staff year in Emergency Planning to assist the department's efforts in emergency preparedness and disaster response.
  - Increase of 1.00 staff year in the San Diego Sheriff's Regional Crime Laboratory for a forensic computer and digital media examiner to support the growing number of investigations involving these devices.
  - Increase of 4.00 staff years due to transfers from the Detention Services Bureau and the Human Resource Services Bureau and to the Office of the Sheriff for operational needs.
  - Decrease of 1.00 staff year due to a reduction in law enforcement services requested by contract cities.
- Increase of 4.00 staff years in the Court Services Bureau for the Civil Division to process documents.
- Net increase of 1.00 staff year in the Human Resource Services Bureau.
  - Increase of 1.00 staff year to coordinate the department's safety and health programs.
  - Increase of 1.00 staff year in Personnel to address hiring needs of the department.
  - Increase of 1.00 staff year to create multimedia training materials in support of the Training Division.
  - Decrease of 2.00 staff years due to transfers to the Detention Services Bureau and the Law Enforcement Services Bureau for operational needs.
- Net increase of 6.00 staff years in the Management Services Bureau.
  - Increase of 5.00 staff years in the Financial Services Division including 1.00 staff year to process travel requests, 2.00 staff years to provide cost analysis and fee development or review and 2.00 staff years in detentions accounting to support the anticipated increase in inmate accounts due to jail capacity increases related to the new Women's Detention Facility and the East Mesa Detention Re-Entry and Rehabilitation Facility.
  - Increase of 1.00 staff year in Wireless Services Division to coordinate and manage remote radio sites.
- Increase of 3.00 staff years in the Sheriff's ISF/IT Bureau.
  - Increase of 3.00 staff years in Facility Services including 2.00 staff years to support the Women's Detention Facility and East Mesa Detention Re-Entry and Rehabilitation Facility and 1.00 staff year to coordinate and manage facility projects that impact multiple divisions within the Sheriff's Department.
- Increase of 1.00 staff year in the Office of the Sheriff due to a transfer from the Law Enforcement Services Bureau based on operational needs.

Expenditures

Net increase of $41.5 million.

- Salaries and Benefits — net increase of $33.3 million.
  - Increase of $14.9 million reflects negotiated labor agreements and an increase in County retirement contributions.
  - Increase of $20.2 million due to the addition of 271.00 staff years as described above. This includes staffing for the East Mesa Detention Re-Entry and Rehabilitation Facility ($8.1 million) and the Women's Detention Facility ($10.3 million) to reflect phased hiring and training for partial year operation of both facilities in Fiscal Year 2013-14 and other staffing as described above ($1.8 million).
  - Increase of $1.4 million in overtime related to the Women's Detention Facility, the East Mesa Detention Re-Entry and Rehabilitation Facility, Detention Services and Law Enforcement Services, partially offset by a decrease due to the expiration of various grant programs.

- Decrease of $2.9 in salary adjustments to reflect a lower rate of staff turnover and unfilled positions in Fiscal Year 2013-14 as well as to reflect partial year funding for staffing of the Women's Detention Facility and the East Mesa Detention Re-Entry and Rehabilitation Facility.
- Decrease of $0.4 million due a one-time negotiated salary adjustment from Fiscal Year 2012-13.

- Services and Supplies — net increase of $9.3 million.
  - Increase of $3.3 million to support the Women's Detention Facility, including start-up costs for additional staff as described above, operational costs for an increased number of inmates and furniture, fixtures and equipment.
  - Increase of $2.9 million for communication tower site relocations and tower replacements to be reimbursed from the RCS Trust Fund.
  - Increase of $1.9 million to support the East Mesa Detention Re-Entry and Rehabilitation Facility to include start-up costs for additional staff as described above and operational costs for an increased number of inmates.
  - Increase of $1.2 million in grant funds that support State and federal homeland security initiatives.
  - Increase of $0.7 million for costs including safety equipment and clothing, the replacement of trauma kits, inmate bedding costs, operational equipment and supplies for various stations and divisions.
  - Decrease of $0.7 million for the regional law enforcement records management system (NetRMS) maintenance agreement due to delays in the contract final milestone acceptance.
- Other Charges — Increase of $1.4 million for increased inmate medical costs due to additional detention capacity at the Women's Detention Facility and the East Mesa Detention Re-Entry and Rehabilitation Facility.
- Capital Assets Equipment — net decrease of $2.5 million.
  - Decrease of $2.5 million due to one-time projects and purchases completed in Fiscal Year 2012-13.
  - Decrease of $1.3 million in grant funds that support State and federal homeland security.
  - Increase of $0.8 million for the purchase of transportation equipment supporting the Women's Detention Facility.
  - Increase of $0.5 million to replace equipment at the Central Food Production Center.
- Expenditure Transfers and Reimbursements – increase of $0.1 million in cost applied expenditure transfers (reimbursement) for food services provided to the Probation Department. Since this is a reimbursement, it has the effect of a $0.1 million increase in expenditures.
- Operating Transfers Out — net increase of $0.3 million due to transfers among Inmate Welfare, Asset Forfeiture, Jail Stores and the General Fund.

Revenues

Net increase of $41.5 million.

- Fines, Forfeitures and Penalties — increase of $0.1 million in Writ Disbursement Trust Fund revenue associated with increased vehicle maintenance costs.
- Revenue From Use of Money & Property — increase of $0.5 million in Rents and Concessions due to increased revenue ($0.1 million) based on the agreement with the Corrections Corporation of America (CCA) for the lease of the Otay Mesa Detention Facility; increased revenue ($0.3 million) based on the inmate telephone system contract; and increased revenue ($0.1 million) in Wireless Services due to new lease agreements.
- Intergovernmental Revenues — net increase of $5.8 million.
  - Increase of $5.9 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount as a result of Public Safety Realignment due to increased costs to support additional staff, start-up costs and operational costs for the increase of inmates at the East Mesa Detention Re-Entry and Rehabilitation Facility as well as an increase in County retirement contributions.
  - Increase of $1.5 million in State revenue allocated from the Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount to provide reimbursement for Booking and Processing Fees.
  - Decrease of $0.6 million in various revenue accounts related to grant funds that will not be rebudgeted.
  - Net decrease of $0.5 million in State and federal grant revenues due to a decrease in the Urban Areas Security Initiative grant, Port Security Grant, and Anti-Terrorism Funds offset by increases in the Operation Stonegarden Grant Program and the State Homeland Security Grant Program.
  - Decrease of $0.4 million for the federal State Criminal Alien Assistance Program (SCAAP), which provides federal reimbursement to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.

- Decrease of $0.1 million due to the expiration of the Driving Under the Influence Enforcement and Awareness Program grant.

- Charges for Current Services — net increase of $4.3 million.
  - Increase of $4.6 million in Contract City Revenue to recover costs of negotiated salary and benefit increases and service adjustments for the contracted law enforcement services provided to the nine contract cities, transit entities and tribes.
  - Decrease of $0.3 million in various revenues including False Alarm Fees, Civil Service Process Fees and Domestic Violence Restraining Order System fines.
- Miscellaneous Revenues — increase of $3.0 million.
  - Increase of $2.2 million due to an increase of planned expenditures to be reimbursed from the RCS Trust Fund revenue.
  - Increase of $0.5 million due to an increase of planned expenditures to be reimbursed from the Cal-ID Equipment Replacement/System Enhancement Trust Fund.
  - Increase of $0.3 million due to an increase from sales of commissary goods to inmates.
- Other Financing Sources — increase of $4.1 million.
  - Increase of $3.8 million due to projected receipts and use of Special Revenue Fund fund balance from Proposition 172, the *Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services.
  - Increase of $0.2 million due to an increase in the transfer from the Inmate Welfare Fund to the General Fund.
  - Increase of $0.1 million due to an increase in the transfer from Jail Stores ISF to the Inmate Welfare Fund.
- Use of Fund Balance — increase of $2.7 million. A total of $4.1 million is budgeted.
  - $2.9 million to offset one-time start-up costs for additional staff, furniture, fixtures and equipment and transportation equipment related to the Women's Detention Facility.
  - $1.0 million to offset costs related to equipment replacement ($0.7 million) and equipment to outfit the new Rancho San Diego station ($0.3 million).
  - $0.2 million in Inmate Welfare Fund fund balance to offset Grossmont Union High School District contracted educational services ($0.1 million) and in Operating Transfers Out due to a transfer from the Inmate Welfare fund in support of positions for the East Mesa Detention Re-Entry and Rehabilitation Facility ($0.1 million).
- General Purpose Revenue Allocation — increase of $21.1 million to offset the costs of increased County retirement contributions and to support the Women's Detention Facility with partial year funding.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Increase of 1.00 staff year to provide information technology technical expertise to support the Transmission Control Protocol/Internet Protocol (TCP/IP) demands for the next generation RCS microwave system. A net increase of $8.2 million is primarily due to an increase in Salaries and Benefits for County retirement contributions and full year staffing for the Women's Detention Facility and the East Mesa Detention Re-Entry and Rehabilitation Facility as described above, increases in Other Charges for medical costs related to the increased number of inmates associated with the Women's Detention Facility and the East Mesa Re-Entry and Rehabilitation Facility, and an increase in Operating Transfers Out for full year staffing funded through Inmate Welfare. These increases are partially offset by reductions in Services and Supplies and Capital Assets Equipment due to the completion of one time projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Detention Services	1,737.00	1,792.00	2,035.00	13.6	2,035.00
Law Enforcement Services	1,320.00	1,328.00	1,341.00	1.0	1,341.00
Sheriff's Court Services	373.00	373.00	377.00	1.1	377.00
Human Resource Services	114.00	129.00	130.00	0.8	130.00
Management Services	235.00	241.00	247.00	2.5	248.00
Sheriff's ISF / IT	12.00	12.00	15.00	25.0	15.00
Office of the Sheriff	21.00	21.00	22.00	4.8	22.00
Total	3,812.00	3,896.00	4,167.00	7.0	4,168.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Detention Services	$ 217,213,175	$ 225,761,171	$ 251,047,789	11.2	$ 270,638,673
Law Enforcement Services	209,589,956	207,346,614	214,951,126	3.7	202,983,761
Sheriff's Court Services	46,977,172	48,510,270	50,652,025	4.4	52,033,040
Human Resource Services	17,725,827	22,054,872	24,111,267	9.3	23,618,543
Management Services	35,456,850	40,103,298	43,491,521	8.4	40,751,218
Sheriff's ISF / IT	67,491,882	72,900,855	73,187,158	0.4	75,001,619
Office of the Sheriff	4,008,220	4,304,570	4,498,693	4.5	4,563,902
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.0	1,100,000
Sheriff's Jail Stores ISF	5,800,000	6,815,423	7,097,050	4.1	7,097,050
Sheriff's Inmate Welfare Fund	4,978,968	5,421,624	5,705,192	5.2	6,252,641
Countywide 800 MHZ CSA's	873,857	873,857	873,857	0.0	873,857
Total	$ 611,215,907	$ 635,192,554	$ 676,715,678	6.5	$ 684,914,304

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 454,813,619	$ 469,720,033	$ 502,976,059	7.1	$ 525,759,453
Services & Supplies	134,854,422	142,510,643	151,762,312	6.5	137,489,265
Other Charges	17,906,302	19,289,166	20,644,695	7.0	23,192,682
Capital Assets Equipment	4,926,249	6,326,414	3,815,157	(39.7)	687,000
Expenditure Transfer & Reimbursements	(7,657,060)	(7,791,453)	(7,876,491)	1.1	(7,876,491)
Fund Balance Component Increases	2,000,000	—	—	—	—
Operating Transfers Out	4,372,375	5,137,751	5,393,946	5.0	5,662,395
Total	$ 611,215,907	$ 635,192,554	$ 676,715,678	6.5	$ 684,914,304

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 463,000	$ 463,000	$ 463,000	0.0	$ 463,000
Fines, Forfeitures & Penalties	12,320,918	11,994,629	12,092,371	0.8	9,757,363
Revenue From Use of Money & Property	7,619,698	7,892,842	8,383,360	6.2	8,466,096
Intergovernmental Revenues	74,141,845	80,048,521	85,823,711	7.2	76,962,446
Charges For Current Services	89,851,675	87,627,008	91,930,615	4.9	95,749,479
Miscellaneous Revenues	6,957,594	14,327,253	17,301,240	20.8	13,640,564
Other Financing Sources	150,746,233	168,280,047	172,346,973	2.4	172,812,212
Use of Fund Balance	17,851,813	1,391,964	4,081,651	193.2	10,876,871
General Purpose Revenue Allocation	251,263,131	263,167,290	284,292,757	8.0	296,186,273
Total	$ 611,215,907	$ 635,192,554	$ 676,715,678	6.5	$ 684,914,304

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Child Support Services

Department Description

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

Mission Statement

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

2012-13 Anticipated Accomplishments

Strategic Initiative – Healthy Families

- Initiated legal action to determine parentage and obtained fair and appropriate child support and/or medical support in a timely manner.
  - Increased the percentage of open cases with an enforceable order to 87% (66,500 of 76,400), exceeding the goal of 85%.
  - Ensured parentage was established in 94% (56,600 of 60,200) of cases, exceeding the goal of 90%.
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - Increased the percentage of current support collected to current support owed to 64% ($110 million of $172 million), exceeding the goal of 63%.
  - Increased the percentage of arrears cases with a collection to 67% (39,500 of 59,000), exceeding the goal of 64%.
  - Collected $182 million in child support during Fiscal Year 2012-13, exceeding the goal of $179 million.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - The goal to reach custodial parents, noncustodial parents and employers with video meetings was replaced by an effort to reach more of the target audience through a quarterly e-newsletter and educational videos. DCSS designed, published and distributed the e-newsletter to 47,000 child support customers, leading to high readership and increased views of a new educational video for custodial parents produced by DCSS and posted on its website. In addition to the e-newsletter, one video meeting was conducted to educate employers about child support services.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Exceeded the federal performance measure goal of $3.50 for every $1.00 spent on operations, which measures program cost effectiveness, by collecting $3.88 for every $1.00 spent on operations.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Developed and implemented a paperless litigation file for use in court. Since its deployment in late February 2012, this new process has resulted in a reduction of 113,000 pieces of paper and numerous staff hours.
- Collaborated with the San Diego Law Library to provide service to child support customers on Saturdays at Law Library locations in the county. DCSS staff met with over 140 parents. Of these cases, 55% resulted in an agreed-upon child support order, eliminating the need for participants to go to court.
- Collaborated with the Probation Department on a pilot project in the North County to provide assistance from DCSS staff to attendees of the Probation Department's new probationers' orientation meeting. This has enabled attendees with child support cases to address specific issues as part of the probation process.

2013-15 Objectives

Strategic Initiative – Healthy Families

- Maintain the percentage of open cases with an enforceable order at or above 85% (64,940 of 76,400), consistent with the statewide goal.
- Ensure the percentage of cases with parentage established is at or above 90% (54,200 of 60,200), consistent with the statewide goal.
- Increase the percentage of current support collected to current support owed at or above 65% ($112 million of $172 million).
- Increase the percentage of arrears cases with a collection to 65% (38,350 of 59,000) or above.
- Maintain collections for child support at or above $182 million.
- Develop and implement a process to provide customers with referrals to outside community agencies to assist in attaining self-sufficiency.
- Develop a process to assist customers in establishing a parenting time order along with a child support order to build healthy relationships and consistent payment.

Strategic Initiative – Safe Communities

- Ensure residents are protected from crime or abuse.
  - Develop and implement a domestic violence screening tool for customers seeking to establish a parenting time order as part of the Parenting Time Opportunities for Children grant.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, by collecting at least $3.88 for every $1.00 spent on operations.

Related Links

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

Performance Measures

	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Current support collected (federal performance measure #3) (in millions)	64% of $132	63%	64% of $172	65%	65%
Cases with an enforceable order (federal performance measure #2)	86% of 82,000	85%	87% of 76,400	85%	85%
Arrears cases with a collection (federal performance measure #4)	63% of 63,400	64%	67% of 59,000	65%	65%
Total Collections (in millions)	$183	$179	$182	$182	$182

Table Notes

There are five federal performance measures that are nationally defined measures subject to incentives for the State if certain goals are met at the statewide level. These include:

1) Establishment of Paternity

2) Cases with an Enforceable Child Support Order

3) Collections on Current Support

4) Cases with Collections on Arrears

5) Cost Effectiveness of the Program

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net decrease of 1.00 staff year.

- Decrease of 47.00 staff years in the Staff Development Division. These staff years were transferred to Legal Services.
- Decrease of 9.00 staff years in Quality Assurance. These staff years were transferred to Production Operations.
- Decrease of 1.00 staff year in Administrative Services. The decrease supports shifting funds to a reclassified position within the program.
- Increase of 9.00 staff years in Production Operations. These staff years were transferred from Quality Assurance.
- Increase of 47.00 staff years in Legal Services. These staff years were transferred from the Staff Development Division.

Expenditures

Increase of $0.8 million in Salaries and Benefits due to an increase in County retirement contributions.

Revenues

Net increase of $0.8 million.

- Intergovernmental Revenues — increase of $0.2 million due to an increase in claimable expenditures.
- Charges for Current Services — increase of $1.1 million due to the redirection of Recovered Cost revenue to local child support agencies.
- Use of Fund Balance — decrease of $0.6 million due to the redirection of Recovered Cost revenue to local child support agencies.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Increase of $1.0 million due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Outreach	2.00	—	—	—	—
Production Operations	435.00	354.00	363.00	2.5	363.00
Staff Development Division	12.00	47.00	—	(100.0)	—
Quality Assurance	1.00	20.00	11.00	(45.0)	11.00
Administrative Services	18.00	46.00	45.00	(2.2)	45.00
Recurring Maintenance and Operations	3.00	5.00	5.00	0.0	5.00
Help Desk Support	1.00	—	—	—	—
Legal Services	—	—	47.00	—	47.00
Total	472.00	472.00	471.00	(0.2)	471.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Outreach	$ 161,251	$ 316	$ —	(100.0)	$ —
Production Operations	47,010,636	38,177,253	39,447,232	3.3	40,177,949
Staff Development Division	1,038,198	5,872,828	—	(100.0)	—
Quality Assurance	128,488	1,831,001	1,094,804	(40.2)	1,112,387
Administrative Services	2,121,968	4,326,182	4,316,152	(0.2)	4,397,966
Recurring Maintenance and Operations	526,495	748,532	776,512	3.7	788,812
Help Desk Support	135,004	294	—	(100.0)	—
Legal Services	—	—	6,089,138	—	6,226,245
Total	$ 51,122,040	$ 50,956,406	$ 51,723,838	1.5	$ 52,703,359

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 42,521,783	$ 42,387,597	$ 43,170,146	1.8	$ 44,171,970
Services & Supplies	8,600,257	8,568,809	8,553,692	(0.2)	8,531,389
Total	$ 51,122,040	$ 50,956,406	$ 51,723,838	1.5	$ 52,703,359

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 50,482,545	$ 50,308,738	$ 50,540,613	0.5	$ 51,317,743
Charges For Current Services	46,500	46,500	1,179,225	2,436.0	1,381,616
Miscellaneous Revenues	4,000	4,000	4,000	0.0	4,000
Use of Fund Balance	588,995	597,168	—	(100.0)	—
Total	$ 51,122,040	$ 50,956,406	$ 51,723,838	1.5	$ 52,703,359

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. CLERB also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. CLERB issues an annual report, monthly workload reports and summaries of decisions in completed investigations, which are available on the CLERB website (see link below).

Mission Statement

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

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Maintained public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct.
- Issued and publicly distributed monthly workload reports to the CLERB and the Sheriff's and Probation departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Completed 92% (120 of 130) of complaint investigations within one year of receipt, unless delayed due to lengthy investigations required in some cases, exceeding the goal of 90%.
- Provided monthly "early warning" reports to the Sheriff 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.
- Maintained a transparent and independent citizen complaint process, to the extent allowed by law, which provided relevant feedback and recommendations to the Sheriff and the Chief Probation Officer.
- Provided redacted case synopses to improve the availability of information to the public while respecting peace officer confidentiality rights.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Increased community awareness of the CLERB through quarterly stakeholder outreach.
- Implemented Business Process Reengineering measures, which defined a standard, measurable process and reduced the amount of effort and lead time required to complete high quality investigations.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Increase community awareness of the CLERB through quarterly stakeholder outreach.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Maintain public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and review of citizens' complaints of misconduct.
- Issue and publicly distribute monthly workload reports to the CLERB and the Sheriff's and Probation departments. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.
- Complete 95% of complaint investigations within one year of receipt, unless delayed due to lengthy investigations that may be required in complex cases.

- Provide monthly "early warning" reports to the Sheriff 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.
- Maintain a transparent and independent citizen complaint process, to the extent allowed by law, which provides relevant feedback and recommendations to the Sheriff and the Chief Probation Officer.
- Provide redacted case synopses that include relevant information for the public while respecting peace officer confidentiality rights.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Continue to implement Business Process Reengineering measures, which define a standard, measurable process and reduce the amount of effort and lead time required to complete high quality investigations.

Required Discipline for Excellence – Customer Satisfaction

- 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 signature.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Mail out complaint documents for complainant signature within two working days of initial contact[1, 2]	100% of 144	100%	99% of 145	100%	100%
Complete complaint investigations within one year[1]	85% of 124	90%	92% of 130	95%	95%
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)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter	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 133 based on a five-year average.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $18,000 in Salaries and Benefits due to an increase in County retirement contributions.

Revenues

Net increase of $18,000 in General Purpose Revenue Allocation to offset an increase in County retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Increase of $8,000 primarily due to an increase in County retirement contributions.

Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Law Enforcement Review Board	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Law Enforcement Review Board	$ 589,485	$ 588,111	$ 606,082	3.1	$ 614,191
Total	$ 589,485	$ 588,111	$ 606,082	3.1	$ 614,191

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 461,514	$ 474,622	$ 492,664	3.8	$ 500,773
Services & Supplies	127,971	113,489	113,418	(0.1)	113,418
Total	$ 589,485	$ 588,111	$ 606,082	3.1	$ 614,191

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Use of Fund Balance	8,254	—	—	—	—
General Purpose Revenue Allocation	$ 581,231	$ 588,111	$ 606,082	3.1	$ 614,191
Total	$ 589,485	$ 588,111	$ 606,082	3.1	$ 614,191

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 (EOC), a central facility providing regional coordinated emergency response, and acts as staff to the Unified Disaster Council (UDC). The UDC is a joint powers agreement among all 18 incorporated cities and the County of San Diego that 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Engaged residents, the private sector and local jurisdictions to help communities prepare for, respond to and recover from natural and manmade disasters.
  - Increased student awareness of the importance of personal preparedness by providing "OES for Kids" presentations to 285 third through fifth graders at 5 elementary schools.
  - Promoted AlertSanDiego, the County's mass notification system, throughout the county and increased the number of mobile phone registrants to 202,000. This includes 246 registrants of Accessible AlertSanDiego, which provides alert and warning messages to deaf, blind, and hard of hearing residents in appropriate formats.
  - Assisted in the planning and coordination of four disaster trainings and exercises that incorporated community-based organizations, exceeding the goal of three trainings or exercises.

  - Increased the private sector's ability to prepare for, and recover from, a disaster by holding summits and providing quarterly bulletins and other communication, through the ReadySanDiego Partner Connection website.
  - Provided the community with emergency preparedness information through a combination of safety events and presentations, for a total of 40 activities.
  - Continued to promote readiness by participating in four nuclear power plant site drill functional exercises, which included federal, State, and local jurisdictions. The temporary shutdown of the San Onofre Nuclear Generating Station (SONGS) delayed the full scale exercise planned during Fiscal Year 2012-13. The exercise was rescheduled to Fiscal Year 2013-14.
  - Conducted or facilitated six tabletop and five functional exercises to continue the San Diego County region's disaster readiness. Exercise participants included local, State, military and international public safety personnel.
  - Four quarterly drills were conducted to test Emergency Operations Center Activation procedures. The EOC or alternate EOC was activated within 30 minutes from the time of authorization.
  - Conducted one communications tabletop exercise to test the County's ability to communicate during a disaster. This exercise tested the Tactical Interoperable Communications Plan.

Required Discipline for Excellence – Regional Leadership

- Represented the needs and interests of residents, businesses and local jurisdictions by leveraging resources and creating innovative opportunities and best practices to prepare for, respond to and recover from any type of disaster.
  - Designed and produced preparedness materials in various formats including print, video, audio and online.
  - Coordinated and expanded the region's Access and Functional Needs Working Group to include additional representatives from the disabled community, for a total of 59 members. The group conducted one tabletop exercise to evaluate the capabilities throughout the region to respond to disasters impacting residents with access and functional needs.
  - Implemented and trained 100 regional partners on the proper use of the AlertSanDiego mass notification system.
  - Promoted WebEOC automated management system training and implementation to regional partners.
  - Coordinated the development of advance recovery pre-approved vendor classifications to address needs and gaps in the procurement of services that have impacted the timely stabilization of the County's response to a disaster.
  - Managed and administered Homeland Security Grant program funds as the manager of pass-through funds that are distributed throughout the San Diego region to 18 cities, 58 special districts, and other agencies to improve preparedness, response to and advanced recovery from terrorist and catastrophic events.
  - Developed the SD Emergency application for mobile devices, which has been downloaded on more than 21,000 devices and provides interactive access to local disaster information.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Increase public awareness of the importance of personal preparedness by providing presentations and attending safety events for children and adults, for a total of 20 events.
- Promote the SD Emergency application for mobile devices to increase the number of downloads by conducting 10 public service outreach events. SD Emergency provides interactive access to local disaster information throughout the county.
- Ensure communities are resilient to disasters and emergencies.
  - Promote AlertSanDiego, the County's mass notification system, including Accessible AlertSanDiego, which targets individuals with access and functional needs, throughout the County to increase the number of registrants by conducting 10 public service outreach events.
  - Develop a regional preparedness guide for childcare facilities and conduct outreach to 5,000 registered childcare facilities. The preparedness guide will increase the ability of regional childcare facilities to ready their staff and families for emergencies.
  - Maintain and enhance comprehensive continuity of operations plans and site evacuation plans for all County facilities. These plans ensure the safety of the public while visiting a County facility and continuity of County core services following a disaster.
  - Assist in the planning and coordination of three disaster trainings, summits or exercises that incorporate community-based organizations.
  - Provide quarterly information, such as bulletins or other communications, through the ReadySanDiego Partner Connection website.
- Ensure readiness in the region by participating in one nuclear power plant exercise, which will examine the region's ability to respond to an event at SONGS. Participants will include federal, State, and local jurisdictions and private sector partners.

Required Discipline for Excellence – Regional Leadership

- Translate recently developed preparedness materials into Spanish, Tagalog, and Vietnamese languages to assist in the outreach to diverse populations in the county.
- Continue to promote and implement training for regional partners on emergency-related technology.
  - Adapt curriculum, refine the standards for use and conduct at least one training for regional partners on the proper use of the AlertSanDiego mass notification system.
  - Conduct quarterly WebEOC training for regional partners. WebEOC provides online communication tools for responders during a crisis.
- Provide for the development of hazard-specific annexes to the Operational Area Emergency Plan.

- Facilitate the development of a cyber-security hazard-specific annex, to increase the regional ability to detect and respond to cyber threats.
- Direct the creation of an earthquake hazard-specific annex to assist the region's response to and recovery from a catastrophic earthquake.

Required Discipline for Excellence – Information Services

- Improve the San Diego County Emergency website and the SD Emergency application for mobile devices by integrating detailed and feature-rich maps to enhance public knowledge of active emergency areas and recovery facilities.

Related Links

For additional information about OES, refer to the following websites:

- www.sdcounty.ca.gov/oes
- www.sdcountyemergency.com

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness[1]	18	9	11	9	9
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[2]	1	1	0[3]	1	1
Number of quarterly drills conducted to test Emergency Operations Center Activation procedures[4]	4	4	4	4	4
Number of exercises (tabletop or full-scale) conducted to test the County's Tactical Interoperable Communications Plan[5]	1	1	1	1	1

Table Notes

[1]The multi-agency tabletop exercise program will continue with drills once every two years per agency, which will test the region's ability to respond in the event of an emergency.

[2]A full-scale exercise is a comprehensive test and evaluation of a disaster plan that uses written objectives to highlight the practice of various emergency functions and includes deployment of personnel and resources in the field.

[3]A temporary shutdown of SONGS delayed the planned full-scale exercise. The exercise was rescheduled from Fiscal Year 2012-13 to Fiscal Year 2013-14.

[4]A quarterly drill is conducted to test the training and readiness of designated OES staff to activate the EOC or alternate EOC within 30 minutes from the time of authorization.

[5]The Tactical Interoperable Communications Plan (TICP) is a requirement of the U.S. Department of Homeland Security to document coordination of interoperable communications, or public safety radio communications, within the region.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $2.2 million.

- Salaries and Benefits — decrease of $0.1 million in temporary help due to a reduction in grant funds.
- Services and Supplies — increase of $0.6 million due to increases in contracted services for regional emergency disaster planning projects.
- Other Charges — decrease of $2.7 million due to a decrease of $2.5 million in the State Homeland Security Grant Program which provides pass-through funds to other agencies and a decrease of $0.2 million associated with the transfer of the Fire and Emergency Medical Services program to the San Diego County Fire Authority.

Revenues

Net decrease of $2.2 million.

- Intergovernmental Revenues — decrease of $2.2 million due to reductions in the State Homeland Security Grant Program.
- Use of Fund Balance — decrease of $0.2 million. A total of $0.3 million is budgeted to support the "Call When Needed" program to access fire suppression aircraft.
- General Purpose Revenue Allocation — increase of $0.1 million to offset the costs of an increase in County retirement contributions and increases in facility and information technology costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $1.7 million primarily due to reductions in State Homeland Security Grant Program funds. OES will apply for future State Homeland Security and Emergency Management grants.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Office of Emergency Services	17.00	17.00	17.00	0.0	17.00
Total	17.00	17.00	17.00	0.0	17.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Office of Emergency Services	$ 10,471,121	$ 9,180,674	$ 6,930,698	(24.5)	$ 5,181,537
Total	$ 10,471,121	$ 9,180,674	$ 6,930,698	(24.5)	$ 5,181,537

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,170,447	$ 2,166,274	$ 2,107,701	(2.7)	$ 2,118,110
Services & Supplies	1,614,373	1,856,199	2,409,884	29.8	1,648,047
Other Charges	6,686,301	5,158,201	2,413,113	(53.2)	1,415,380
Total	$ 10,471,121	$ 9,180,674	$ 6,930,698	(24.5)	$ 5,181,537

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 9,114,122	$ 7,771,004	$ 5,618,961	(27.7)	$ 3,854,252
Use of Fund Balance	466,365	450,000	250,000	(44.4)	250,000
General Purpose Revenue Allocation	890,634	959,670	1,061,737	10.6	1,077,285
Total	$ 10,471,121	$ 9,180,674	$ 6,930,698	(24.5)	$ 5,181,537

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 48% of deaths in the county, and ultimately transports approximately 13% of decedents to the department facility to determine the cause and manner of death. The department performs 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Completed 83% (2,328 of 2,817) of investigative reports in 60 days or less. An increase in the complexity of cases was the primary contributor to not reaching the goal of 85%.
  - Completed 77% (1,515 of 1,967) of toxicology reports in 60 days or less. A delay in filling vacant positions was the primary contributor to not reaching the goal of 95%.
  - Completed 68% (1,823 of 2,676) of examination reports in 60 days or less. Delays in obtaining toxicology reports and an increase in complexity of cases were the primary contributors to not reaching the goal of 80%.
  - Completed 93% (6,580 of 7,115) of case reports in 7 days or less. A significant increase in the number of report requests contributed to not reaching the goal of 95%.

- Enabled timely progress of the justice system by completing 54% (68 of 127) of homicide examination reports in 60 days or less. A 24% increase in the number of homicide cases, delays in obtaining toxicology reports, and increased complexity of each case were the primary contributors to not reaching the goal of 95%.

Strategic Initiative – Healthy Families

- Contributed to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups including the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, Medical Examiners and Coroners Alert Project (MECAP), National Institute of Child Health and Human Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council.

Required Discipline for Excellence – 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 91% (2,391 of 2,627) of next-of-kin for identified Medical Examiner cases in 12 hours or less, exceeding the goal of 90%.
  - Enabled timely funeral services for families by making 99% (2,398 of 2,409) of bodies ready for release in 7 days or less, exceeding the goal of 97%.
- Provided educational opportunities by fulfilling 100% of 61 requests to provide training, lectures and demonstrations for approved educational purposes within 4 months of request.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Continue enabling timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Complete 85% of investigative reports in 60 days or less.
  - Complete 95% of toxicology reports in 60 days or less.
  - Complete 80% of examination reports in 60 days or less.
  - Complete 95% of case reports in 7 days or less.
- Enable timely progress of the justice system by completing 95% of homicide examination reports in 60 days or less.
- Ensure neighborhoods are safe to work, live and play.
  - Gather epidemiology information to address public health issues and partner with agencies to alert the community on patterns and trends. These trends will be communicated through press releases and an annual report published online.
  - Continue to train medical residents, students and first responders on forensic investigations by fulfilling 100% of requests, at least 75, within 4 months of the request.

Strategic Initiative – Healthy Families

- Continue to contribute to research efforts in childhood death by providing statistics and case examples, and lending expertise through active participation in groups such as the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD, Prescription Drug Task Force, Domestic Violence Task Force and the California SIDS Advisory Council.
- Continue to contribute to research efforts in Alzheimer's, Epilepsy, Autism and Schizophrenic studies by providing tissue to academic research organizations, with family consent.

Required Discipline for Excellence – Customer Satisfaction

- Continue to assist in 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 in 12 hours or less.
  - Enable timely funeral services for families by making 97% of bodies ready for release in 7 days or less.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Bodies ready for release in seven days or less	99% of 2,519	97%	99% of 2,409	97%	97%
Investigative reports completed in 60 days or less	83% of 2,853	85%	83% of 2,817	85%	85%
Toxicology reports completed in 60 days or less	99% of 1,993	95%	77%[1] of 1,967	95%	95%
Examination reports completed in 60 days or less	88% of 2,749	80%	68%[2] of 2,676	80%	80%
Homicide examination reports completed in 60 days or less	93% of 101	95%	54%[3] of 127	95%	95%
Next-of-kin notification completed in 12 hours or less	90% of 2,634	90%	91% of 2,627	90%	90%
Case reports completed in seven days or less	96% of 4,700	95%	93% of 7,115	95%	95%

Table Notes

Note: Data on number of deaths is gathered by calendar year (January-December) versus fiscal year (July–June.)

[1]A delay in filling vacant positions was the primary contributor in not reaching the goal of 95%.

[2]Delays in obtaining toxicology reports and an increase in complexity of cases were the primary contributors to not reaching the goal of 80%.

[3]A 24% increase in the number of homicide cases, delays in obtaining the toxicology reports, and an increase in the complexity of each case were the primary contributors to not reaching the goal of 95%.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 2.00 staff years to provide support for investigations and to respond to subpoenas and court orders received by the department.

Expenditures

Increase of $0.5 million.

- Salaries and Benefits — increase of $0.3 million due to the addition of 2.00 staff years as described above, the restoration of funding for a Forensic Pathology Fellow, and an increase in County retirement contributions.
- Services and Supplies — increase of $0.1 million due to the increased operational costs of the Medical Examiner & Forensic Center.
- Capital Assets Equipment — increase of $0.1 million due to planned one-time purchases.

Revenues

Net increase of $0.5 million.

- Intergovernmental Revenues — increase of $0.1 million due to the reinstatement of a federal grant to fund a Forensic Pathology Fellow.
- Charges for Current Services — increase of $0.1 million due to an increase in fees effective in Fiscal Year 2011-12.
- Use of Fund Balance — increase of $0.1 million. A total of $0.2 million is budgeted to support one-time costs for equipment replacement.
- General Purpose Revenue Allocation — increase of $0.2 million reflects an increase in County retirement contributions and increased facility costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.1 million due to a reduction in one-time expenditures, partially offset by an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Decedent Investigations	51.00	52.00	54.00	3.8	54.00
Total	51.00	52.00	54.00	3.8	54.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Decedent Investigations	$ 8,897,649	$ 8,951,213	$ 9,481,818	5.9	$ 9,382,046
Total	$ 8,897,649	$ 8,951,213	$ 9,481,818	5.9	$ 9,382,046

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 6,740,852	$ 6,676,323	$ 7,015,951	5.1	$ 7,076,179
Services & Supplies	2,256,797	2,324,890	2,405,867	3.5	2,405,867
Capital Assets Equipment	—	50,000	160,000	220.0	—
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	0.0	(100,000)
Total	$ 8,897,649	$ 8,951,213	$ 9,481,818	5.9	$ 9,382,046

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 111,477	$ —	$ 111,477	—	$ —
Charges For Current Services	622,074	775,903	841,332	8.4	841,332
Miscellaneous Revenues	44,220	53,460	86,460	61.7	86,460
Use of Fund Balance	103,560	62,500	160,000	156.0	—
General Purpose Revenue Allocation	8,016,318	8,059,350	8,282,549	2.8	8,454,254
Total	$ 8,897,649	$ 8,951,213	$ 9,481,818	5.9	$ 9,382,046

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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. With the enactment of Assembly Bill (AB) 109, Public Safety Realignment (2011), the Probation Department now also provides supervision and reentry services to adult inmates returning to the community from prison.

Mission Statement

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

2012-13 Anticipated Accomplishments

Strategic Initiative – Healthy Families

- Increased public safety and reduced crime by providing supervision and services so that 71% (3,150 of 4,436) of juvenile probationers completed their probation without a new sustained law violation, exceeding the goal of 70%.
- Provided rehabilitative services to youth in custody to prepare them for success in the community.
  - Provided employment readiness services to 85% (551 of 648) of youth in custody who are over the age of 16.
  - Provided services to reduce delinquency to 95% (796 of 838) of youth in custody who are at high risk of delinquency.
  - Provided services to 94% (682 of 725) of youth assessed to have substance abuse needs, exceeding the goal of 90%.

- Connected probationers with appropriate community resources.
  - The Community Resource Directory became available in March 2013. This system electronically tracks the number of probationers linked to appropriate intervention services to address factors that lead to criminal behavior. The department continues to link probationers to appropriate intervention services; however, due to the timing of the Community Resource Directory implementation, electronic data is not available to determine whether the goal of linking 85% of probationers to appropriate intervention services was met.

Strategic Initiative – Safe Communities

- Increased public safety and reduced crime by providing supervision and services so that 66% (8,892 of 13,472) of adult probationers completed their probation without being convicted of a new crime, exceeding the goal of 65%.
  - Searched 31% (3,063 of 10,000) of probationers' homes to ensure that they were not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia, exceeding the goal of 30%.
- Partnered with local, State and federal law enforcement agencies to monitor high-risk offenders.
  - Participated in 272 multi-agency operations, including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints, exceeding the goal of 250.
- Provided rehabilitative opportunities to adult probationers in order to reduce future criminal offenses.
  - Encouraged offender behavior change by providing linkages to employment services to 25% (1,088 of

4,353) of adult offenders on high-risk caseloads, less than the goal of 30%.

- Educated crime victims of their constitutional rights and provided victim input to the court regarding sentencing, restitution and other conditions of probation.
  - Contacted 99% (13,014 of 13,145) of available victims and informed them of their right to restitution and a victim impact statement.
  - Maximized the amount of adult restitution at a total of $2,096,170 to increase services for crime victims.
- Achieved early terminations on 144 probation cases in order to motivate probationers, increase successful outcomes and manage department workload.
- Recommended summary probation on 350 low-risk cases for which the department recommended informal probation to the court in order to more effectively manage department workload.
- Recommended alternative custody (i.e., work furlough, work projects, electronic monitoring or any combination of custody with these) in 63 cases to efficiently use jail capacity and ensure an appropriate level of accountability is placed on offenders.
- Addressed the challenges of Public Safety Realignment and the transfer of responsibility for certain offenders from the State to counties and worked collaboratively with all criminal justice, health and social services agencies.
  - Created the Post Release Offender Division to supervise the realigned population.
  - Trained adult probation officers in motivational interviewing, and cognitive and behavioral therapy to reduce recidivism.
  - Collaboratively established the Community Transition Center to support engaging returning post release community supervision offenders with treatment and intervention services.
  - Established a Residential Reentry Center for in-custody offenders to provide work readiness training to facilitate their transition into the community.
  - Worked with criminal justice partners to implement a mandatory supervision plan targeting mandatory supervision offenders who are completing their prison terms in the community.
  - Successfully supervised and linked 443 post release offenders to treatment and intervention services who completed at least 6 months of supervision without being convicted of a new crime.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Supported initiatives that enhanced the skills of the workforce in expanding the use of evidence-based practices and techniques.
  - Trained 95% (822 of 863) of Deputy Probation Officers in a new Integrated Behavioral Intervention Strategies model that combines motivational interviewing skills with cognitive behavioral interventions to increase officer effectiveness when working with offenders.
  - Provided educational training to prevent sexual misconduct to 100% (514) of available department staff in juvenile institutions and day treatment centers in order to comply with requirements of the *Prison Rape Elimination Act of 2003*.

2013-15 Objectives

Strategic Initiative – Healthy Families

- Increase public safety and reduce crime by providing supervision and services so that 70% of juvenile probationers complete their probation without a new sustained law violation.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.
  - Continue to provide employment readiness services to at least 85% of youth in custody who are over the age of 16.
  - Continue to provide services to reduce delinquency in at least 95% of youth in custody who are at high risk of delinquency.
  - Continue to provide substance abuse services to at least 90% of youth assessed to have substance abuse needs.
- Provide rehabilitative opportunities in order to reduce future criminal offenses by connecting adult and juvenile offenders with appropriate community resources.
  - Link high-risk juvenile probationers to community-based services associated with the juvenile's assessed need.
  - Link high-risk adult offenders under supervision to

Strategic Initiative – Safe Communities

- Residents are protected from crime and abuse.
  - Increase public safety and reduce crime by providing supervision and services using evidence-based and best practices to adults under supervision.
  - Sixty-five percent of adult probationers will complete their probation without being convicted of a new crime.
  - Expand the number of post release offenders who complete their supervision without being convicted of a new crime.
  - Maximize the number of searches on probationers by conducting at least 6,300 searches to ensure that probationers are in compliance with their terms of supervision and 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.
  - Increase the percentage of participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints by 5% to at least 285 operations.
- Educate crime victims of their constitutional rights and provide victim input to the court regarding sentencing, restitution and other conditions of probation.
  - Contact 99% of available victims and inform them of their right to restitution and a victim impact statement.
  - Increase the percentage of restitution collected from adult probationers by 20% to a total of approximately $2.5 million to increase services for crime victims.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Ensure continuous improvement and innovation by improving processes.
  - Expand the use of the Community Resource Directory to juvenile supervision, which supports a balanced approach by providing access to community resources based on offender needs.
  - Develop a web-based enrollment for work projects to improve efficiency.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Adult offenders who complete their probation without being convicted of a new crime	66% of 6,736	65%	66 of 13,472	65%	65%
Juvenile offenders who complete their probation without a new law violation	71% of 2,218	70%	71% of 4,436	70%	70%
Adult and juvenile probationers who have been searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia[1]	29% of 10,331	30%	31% of 10,000	N/A	N/A
Searches on probationers to ensure that they are in compliance with their terms of supervision and not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia[2]	N/A	N/A	6,000	6,300	6,300
Participation in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints[3]	N/A	250	272	285	285
Available victims contacted to inform them of their rights to restitution and a victim impact statement	99% of 12,304	99%	99% of 13,145	99%	99%
Provide services to reduce delinquency of youth in custody who are at high-risk of delinquency	95% of 783	95%	95% of 838	95%	95%

Table Notes

[1]This measure is being discontinued in Fiscal Year 2013-14 and replaced with a measure that reflects the number of searches, rather than the number of probationers searched.

[2]This is a new measure effective Fiscal Year 2013-14. This measure will track the number of searches on probationers rather than the number of probationers searched in order to protect community safety by continued accountability throughout their grant of probation.

[3]This is a new measure effective Fiscal Year 2013-14 where the Probation Department projects to increase the number of multi-agency operations. In Fiscal Year 2012-13 the department participated in 272 multi-agency operations exceeding the goal of 250. Increased participation in multi-operations combines resources to better protect community safety.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 1.00 staff year.

- Adult Field Services net increase of 24.00 staff years.
  - Increase of 28.00 staff years due to the transfer of Work Projects and Work Furlough Programs from Institutional Services to realign services.
  - Decrease of 4.00 staff years due to the transfer of staff to Department Administration and to Institutional Services to realign services.
- Institutional Services net decrease of 27.00 staff years.
  - Decrease of 28.00 staff years due to the transfer of Work Project and Work Furlough Programs to Adult Field Services to realign services.
  - Increase of 1.00 staff year due to the transfer of staff from Adult Field Services to realign services.
- Department Administration net increase of 4.00 staff years.
  - Increase of 3.00 staff years due to the transfer of staff from Adult Field Services to realign services.
  - Increase of 1.00 staff year, supported by the Federal Bureau of Justice Assistance, Second Chance Act for the Smart Probation Project, which will provide for implementation of evidence-based supervision strategies to improve outcomes of probationers as approved by the Board of Supervisors in September 2012.

Expenditures

Net increase of $4.9 million.

- Salaries and Benefits — increase of $1.8 million due to the addition of 1.0 staff year as described above, an increase in County retirement contributions and an increase in workers' compensation insurance costs.
- Services and Supplies — increase of $3.1 million primarily due to the rebudget of funds allocated to pilot a program for housing services and increases related to major maintenance projects in department facilities.

Revenues

Net Increase of $4.9 million.

- Intergovernmental Revenues — net increase of $2.1 million.
  - Increase of $2.5 million due to a rebudget of State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount for a pilot program for housing services to offenders who became the responsibility of the County as part of Public Safety Realignment.
  - Increase of $0.3 million in the Second Chance Act for Smart Project due to the addition of 1.0 staff year described above to implement evidence-based supervision strategies to improve outcomes for probationers.
  - Increase of $0.4 million in State revenue allocated from the Local Revenue Fund 2011, Enhancing Law Enforcement Activities Subaccount for Juvenile Probation and Camp Funding (JPCF) based on State estimates of available revenues.
  - Decrease of $1.1 million due to the expiration of American Recovery and Reinvestment Act (ARRA) of 2009 funding for the Evidence-Based Program and Juvenile Assistance Grant Program.
- Other Financing Sources — increase of $1.4 million due to projected receipts from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which support regional law enforcement services.
- Use of Fund Balance — increase of $0.4 million. A total of $2.5 million is budgeted.
  - $1.1 million rebudgeted for a case management system enhancement.
  - $1.0 million for major maintenance projects.
  - $0.3 million for the replacement of 800 MHz radios.
  - $0.1 million for an electronic medical record system.
- General Purpose Revenue Allocation — increase of $1.0 million to offset an increase in County retirement contributions.

Budget Changes and Operational Impact: 2013-14 to 2014-15

A net decrease of $1.6 million. A net decrease of $5.2 million in Services and Supplies is primarily due to the anticipated completion of one-time projects, partially offset by an increase of $3.6 million in Salaries and Benefits due to an increase in County retirement contributions.

Staffing by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Adult Field Services	322.00	421.00	445.00	5.7	445.00
Institutional Services	514.00	520.00	493.00	(5.2)	493.00
Juvenile Field Services	323.00	318.00	318.00	0.0	318.00
Department Administration	66.00	72.00	76.00	5.6	76.00
Total	1,225.00	1,331.00	1,332.00	0.1	1,332.00

Budget by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Adult Field Services	$ 38,610,571	$ 65,890,725	$ 71,480,920	8.5	$ 70,187,194
Institutional Services	70,510,519	70,493,875	68,058,787	(3.5)	69,362,933
Juvenile Field Services	53,294,751	53,990,977	54,641,993	1.2	55,251,344
Department Administration	17,112,650	16,589,012	17,701,400	6.7	15,456,171
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.0	50,000
Probation Inmate Welfare Fund	95,000	95,000	95,000	0.0	95,000
Total	$ 179,673,491	$ 207,109,589	$ 212,028,100	2.4	$ 210,402,642

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 125,508,581	$ 136,062,634	$ 137,840,873	1.3	$ 141,462,427
Services & Supplies	47,139,650	64,019,695	67,160,072	4.9	61,990,771
Other Charges	8,952,736	8,954,736	8,954,631	(0.0)	8,954,631
Expenditure Transfer & Reimbursements	(1,927,476)	(1,927,476)	(1,927,476)	0.0	(2,005,187)
Total	$ 179,673,491	$ 207,109,589	$ 212,028,100	2.4	$ 210,402,642

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 568,500	$ 1,068,500	$ 1,068,500	0.0	$ 1,068,500
Revenue From Use of Money & Property	95,000	95,000	95,000	0.0	95,000
Intergovernmental Revenues	51,589,710	79,763,121	81,863,277	2.6	79,370,788
Charges For Current Services	8,660,387	7,968,504	7,968,504	0.0	8,367,365
Miscellaneous Revenues	7,132	7,132	7,132	0.0	7,132
Other Financing Sources	15,495,508	16,399,612	17,779,612	8.4	18,019,612
Use of Fund Balance	4,763,383	2,092,134	2,520,000	20.5	50,000
General Purpose Revenue Allocation	98,493,871	99,715,586	100,726,075	1.0	103,424,245
Total	$ 179,673,491	$ 207,109,589	$ 212,028,100	2.4	$ 210,402,642

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

Public Defender

Department Description

The Department of the Public Defender consists of four separate divisions, all ethically walled to avoid conflicts, including the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office and the Office of Assigned Counsel. The Public Defender is responsible for providing legal representation to indigent persons accused of crimes including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles who are charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender provides representation in some civil cases such as mental health matters and sexually violent predator cases.

Mission Statement

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

2012-13 Anticipated Accomplishments

Strategic Initiative – Healthy Families

- Improved opportunities for children and 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, or to participate in training and/or education programs for 80% (360 of 450) of requests.
  - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Strategic Initiative – Safe Communities

- Established a professional rapport and bond of trust with clients and worked with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.

  - Resolved 72% (39,600 of 55,000) of misdemeanor cases prior to trial when doing so benefitted the client more than litigation, exceeding the goal of 70%.
  - Resolved 62% (8,060 of 13,000) of felony cases within 60 days of arraignment when doing so benefitted the client more than litigation.
- Encouraged clients to take advantage of programs that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
  - Filed 400 misdemeanor expungement requests to help clients obtain meaningful employment, exceeding the goal of 250.
  - Filed 425 felony expungement requests to help clients obtain meaningful employment, exceeding the goal of 400.
- Promoted collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
  - Participated in Offender Reentry Court, Adult and Juvenile Drug Court and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
  - Maintained 90% (27 of 30) of caseload capacity in the Behavioral Health Court Calendar.
  - Maintained 90% (18 of 20) of caseload capacity in the Veterans Treatment Review Calendar.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Ensured a qualified, well-trained and diverse workforce to effectively represent all cases appointed to the department.

- Achieved 15 hours of annual continuing legal education for all 210 attorneys.
- Achieved 8 hours of annual investigation-related training for all 44 investigators.

Required Discipline for Excellence – Regional Leadership

- Developed and maintained partnerships with educational and community organizations to leverage resources and address common needs.
  - Volunteers provided 95,000 hours of service to the department, exceeding the goal of 90,000.
  - Participated in four community outreach events through the Public Defender's Community Outreach Program.
  - Trained 725 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system. While this number is below the goal to train 800 non-staff attorneys, the department continues to expand the number of non-staff attorneys trained by using web streaming, increasing from an initial goal of training 450 non-staff attorneys in Fiscal Year 2011-12.
  - Provided 50 streaming video trainings to branch offices and other indigent defense agencies, exceeding the goal of 25.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Residents are protected from crime or abuse.
  - Reduce recidivism and help offenders successfully reenter society by encouraging clients to take advantage of programs that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
    - File approximately 350 misdemeanor expungement requests to help clients obtain meaningful employment.
    - File approximately 400 felony expungement requests to help clients obtain meaningful employment.
    - Represent approximately 250 prison inmates with life sentences who qualify for a sentence recall and resentence under Proposition 36, *State Three Strikes Law*, which was approved by voters in November 2012.
- Promote collaborative justice by establishing a professional rapport and bond of trust with clients and work with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.
  - Resolve 70% of misdemeanor cases prior to trial when doing so benefits the client more than litigation.
  - Resolve 62% of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.
- Promote collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
  - Participate in Offender Reentry Court, Adult and Juvenile Drug Court, and Homeless Court to help ensure clients obtain the services they need to become self-sufficient and maintain a crime-free lifestyle.
  - Maintain 90% of caseload capacity in the Behavioral Health Court Calendar.
  - Maintain 90% of caseload capacity in the Veterans Treatment Review Calendar.

Strategic Initiative – Healthy Families

- Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 80% of requests.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Improve the efficiency and cost-effectiveness of services by storing case-related information electronically.
  - Receive discovery electronically on 65% of incoming adult felony cases.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

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

Required Discipline for Excellence – Regional Leadership

- Develop and maintain partnerships with educational and community organizations to leverage resources and address common needs.
  - Maintain at least 90,000 hours provided by volunteers.
  - Participate in four community outreach events through the Public Defender's Community Outreach Program.
  - Train approximately 725 non-staff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.
  - Provide 50 streaming video trainings to the department's branch offices and other indigent defense agencies.

Related Links

For additional information about the Public Defender, refer to the website at www.sdcounty.ca.gov/public_defender.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Number of juvenile record requests sealed	90% of 421	80% of 450	85% of 450	80% of 450	80% of 450
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28	28	28	28	28
Misdemeanor cases resolved prior to trial	N/A	70% of 50,000	72% of 55,000	70% of 50,000	70% of 50,000
Felony cases resolved at pre-preliminary hearing	61% of 11,015	62% of 12,500	62% of 13,000	62% of 13,000	62% of 13,000
Number of misdemeanor expungement requests filed[1]	459	250	400	350	350
Number of felony expungement requests filed	485	400	425	400	400
Caseload capacity in Behavioral Health Court Calendar	N/A	90% of 30	90% of 30	90% of 50	90% of 50
Caseload capacity in Veterans' Treatment Review Calendar	N/A	90% of 20	90% of 20	90% of 40	90% of 40
Number of hours of continuing legal education per attorney	15	15	15	15	15
Number of hours of training per investigator	8	8	8	8	8
Total volunteer hours	101,686	90,000	95,000	90,000	90,000
Number of outreach events attended	4	4	4	4	4
Number of non-staff attorneys trained[2]	770	800	725	725	725
Number of streaming video trainings provided[3]	N/A	25	50	50	50
Number of adult felony cases receiving discovery electronically[4]	N/A	N/A	N/A	65% of 13,000	80% of 13,000

Table Notes

[1]A new baseline of 350 misdemeanor expungements will be implemented in Fiscal Year 2013-14.

[2]The performance goal to concurrently train non-staff attorneys first took effect in Fiscal Year 2011-12, and that year's target of 450 non-staff attorneys was far exceeded once the department implemented web streaming to deliver the training courses. Although the Fiscal Year 2012-13 goal of training 800 non-staff attorney's was not met, the number of non-staff attorneys trained reflects the department's ability to reach a larger audience through web streaming.

[3]This is a new measure effective Fiscal Year 2012-13 that tracks the extensiveness of the department's streaming video program.

[4]This is a new measure effective Fiscal Year 2013-14. This measure tracks the Department's transition to paperless case files.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 6.00 staff years.

- Increase of 7.00 staff years in the Primary Public Defender to address increased case responsibilities.
- Decrease of 1.00 staff year in Administration as a result of a transfer to the Primary Public Defender to provide investigative support.

Expenditures

Net increase of $1.7 million.

- Salaries and Benefits — net increase of $2.2 million.
  - Increase of $1.3 million due to an increase in County retirement contributions.
  - Increase of $0.6 million due to the addition of 6.00 staff years as described above.
  - Increase of $0.4 million due to an increased need for temporary help associated with representing clients requesting resentencing hearings under Proposition 36 approved by voters in November 2012.
  - Decrease of $0.1 million associated with a negative salary adjustment to reflect anticipated salary savings from vacancies.
- Services and Supplies — net decrease of $0.6 million due to the realignment of resources to support salary and benefit costs.

Revenues

Net increase of $1.7 million.

- Fines, Forfeitures and Penalties — decrease of $0.1 million in State revenue as a result of a decrease in Criminal Justice Facility Penalty funds.
- Intergovernmental Revenues — increase of $0.2 million in State revenue allocated from the Local Revenue Fund 2011, District Attorney/Public Defender Subaccount.
- Use of Fund Balance — net increase of $0.3 million. A total of $3.0 million is budgeted.
  - $1.9 million to support costs associated with temporary staff and costs of representing clients eligible for resentencing hearings associated with Proposition 36.
  - $1.0 million rebudgeted to support costs associated with the defense of special circumstances cases.
  - $0.1 million for the remaining term of certain lease costs associated with the discontinued Family Dependency Services program.
- General Purpose Revenue Allocation — increase of $1.3 million to offset an increase in County retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

- Decrease of $0.3 million due to a reduction in one-time expenditures, offset by an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Primary Public Defender	270.00	274.00	281.00	2.6	281.00
Office of Assigned Counsel	7.00	6.00	6.00	0.0	6.00
Alternate Public Defender	44.00	44.00	44.00	0.0	44.00
Multiple Conflicts Office	9.00	8.00	8.00	0.0	8.00
Administration	14.00	14.00	13.00	(7.1)	13.00
Total	344.00	346.00	352.00	1.7	352.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Primary Public Defender	$ 42,512,584	$ 44,551,819	$ 46,111,848	3.5	$ 47,435,301
Office of Assigned Counsel	7,626,626	7,436,174	6,830,413	(8.1)	6,837,601
Alternate Public Defender	7,401,666	7,543,123	7,808,373	3.5	8,015,455
Multiple Conflicts Office	1,615,133	1,395,955	1,475,987	5.7	1,511,387
Administration	10,304,401	11,830,304	12,203,557	3.2	10,299,143
Total	$ 69,460,410	$ 72,757,375	$ 74,430,178	2.3	$ 74,098,887

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 53,265,942	$ 55,878,919	$ 58,123,723	4.0	$ 57,830,849
Services & Supplies	16,194,468	16,878,456	16,306,455	(3.4)	16,268,038
Total	$ 69,460,410	$ 72,757,375	$ 74,430,178	2.3	$ 74,098,887

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 51,347	$ 51,347	$ —	(100.0)	$ —
Intergovernmental Revenues	72,239	1,962,239	2,112,239	7.6	2,112,239
Charges For Current Services	750,000	850,000	850,000	0.0	850,000
Miscellaneous Revenues	100,300	200,000	200,000	0.0	200,000
Use of Fund Balance	2,175,469	2,685,209	2,965,000	10.4	1,000,000
General Purpose Revenue Allocation	66,311,055	67,008,580	68,302,939	1.9	69,936,648
Total	$ 69,460,410	$ 72,757,375	$ 74,430,178	2.3	$ 74,098,887

San Diego County Fire Authority

Department Description

The San Diego County Fire Authority was created by the Board of Supervisors to provide comprehensive fire and emergency medical services in the region through effective and efficient agency collaboration and leadership. The Fire Authority provides support to unify the administration, communications and training of rural fire agencies and to extend "around the clock" protection to 1.5 million acres of the unincorporated county that previously had either limited, or part-time "on-call" protection.

Mission Statement

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

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Provided regional leadership with the implementation of the County's Fire and Life Safety Reorganization Report establishing County Service Area (CSA) 135 and continued collaboration with other fire agencies to improve overall efficiency through consolidation and sharing of resources.
  - Continued to build relationships to improve regional fire protection and emergency response services, including collaboration with Tribal Governments.
  - Executed three agreements with fire protection agencies to eliminate duplication of services, reduce costs, share resources and improve operational efficiency.
  - Collaborated with other fire agencies to review and explore options to improve the alternate energy fire standards.
- Helped protect residents from wildfire and other natural disasters.
  - Oversaw the U.S. Forest Service's Fire Safety and Fuels Reduction grant program to remove approximately 175 large dead, dying and diseased trees within the Greater Julian area.
  - Provided vegetation management/defensible space outreach and education by distributing an estimated 3,000 flyers to property owners within CSA 135.
  - Negotiated 18 new fire service contracts and enhanced organizational structure and operating plan.
- Enhanced volunteer firefighter emergency readiness.
  - Collaborated with partnering agencies to provide courses for advanced volunteer firefighter training with the goal of improving volunteer firefighter retention.
  - Evaluated the volunteer fire stations' existing connectivity network to improve communications with volunteer firefighters and began implementation of the Advanced Situational Awareness for Public Safety Network (ASAP NET).
  - Augmented the fire services fleet with the addition of three fire engines, one light and air support unit and one water tender.

Required Discipline for Excellence – Fiscal Stability

- Obtained $1.75 million in grant funding to support the partnering fire services agencies.
- Developed an initial proposal for the creation of a Community Facilities District, to offset the financial impact on fire operations and facilities caused by new development within CSA 135.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Provide regional leadership with the implementation of the County's Fire Master Plan and continue collaboration with other fire agencies to improve overall efficiency through consolidation and sharing of resources.
  - Continue to support efforts towards implementation of Step III of the County's Fire and Life Safety Reorganization Report.

- Continue to build relationships to improve regional fire protection and emergency response services, including collaboration with Tribal Governments.
- Collaborate with other fire agencies to review and explore options to improve the alternate energy fire standards.

- Ensure neighborhoods are safe to work, live and play.
  - Provide vegetation management/defensible space outreach and education by distributing flyers to property owners within CSA 135. Evaluate the feasibility of expanding the Vegetation Management Program to additional fire agencies in the unincorporated area.
  - Amend the County Fire Code for consistency with the revised California Code of Regulations, California Fire Code and present the County Fire Code to the Board of Supervisors for adoption by June 30, 2014.
  - Develop the 2014 Consolidated Fire Code, which will consolidate the fire codes of the 16 individual fire protection districts and present the Consolidated Fire Code to the Board of Supervisors for adoption by December 31, 2014.
  - Submit the County Fire Code and Consolidated Fire Code to the State Board of Forestry for certification by June 30, 2015.
- Ensure communities are resilient to disasters and emergencies.
  - Implement programs that will help protect residents from wildfire and other natural disasters.
  - Establish and implement programs to enhance volunteer firefighter emergency training and readiness.
  - Continue implementation of the ASAP NET and evaluation of the volunteer fire stations' connectivity network to improve communications with volunteer firefighters.
  - Oversee completion of the U.S. Forest Service's Fire Safety and Fuels Reduction grant program to remove approximately 3,500 large dead, dying and diseased trees from private property within the Greater Julian area.

Required Discipline for Excellence – Fiscal Stability

- Pursue grant funding opportunities to support the partnering fire services agencies, including collaboration with non-profit and other governmental agencies.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Conduct site visits to volunteer fire stations in CSA 135 to ensure contract compliance.

Related Links

For additional information about the San Diego County Fire Authority, refer to the website at www.sdcounty.ca.gov/sdcfa.

Performance Measures

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Perform contract compliance site visits[1]	11	11	13	11	11
Recruit new volunteer firefighters[2]	204	50	100[3]	N/A	N/A
Public outreach – provide information by mail to residents regarding Defensible Space inspections in the community	3,045	2,500	3,000[4]	2,500	2,500
Number of advanced training class opportunities	N/A	25	23	25	25
Number of training academies[5]	N/A	N/A	N/A	10	10

Table Notes

[1]Compliance site visits include review of inventory and/or financial recordkeeping within CSA 135.

[2]This measure will be discontinued effective Fiscal Year 2013-14. The San Diego County Fire Authority will focus on the implementation of a new volunteer firefighter training program, which will be measured through the administration of new training programs.

[3]The number of new volunteer firefighters exceeded the goal due to a higher than anticipated number of qualified applicants.

[4]A larger number of Defensible Space notifications were mailed as a result of greater need based on the number of properties in high-risk areas.

[5]This is a new measure effective Fiscal Year 2013-14. This measure will better represent efforts to improve volunteer firefighter retention and enhance the overall emergency readiness of the volunteer program. Training academies include basic, driver-operator and State-certified academies.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $1.7 million.

- Salaries and Benefits — increase of $0.1 million due to costs associated with temporary staff.
- Services and Supplies — increase of $4.2 million due to an increase in fire and emergency medical service contracts, rebudget of the Dead, Dying and Diseased Tree Grant Program and equipment costs.
- Capital Assets Equipment — decrease of $0.7 million due to the purchase of fire apparatus.
- Fund Balance Component Increases — decrease of $1.6 million due to a one-time contribution toward the replacement or upgrade of fire apparatus and regional support equipment.
- Operating Transfers Out — net decrease of $0.2 million due to a transfer to CSA 135 for contracted fire and emergency medical services.

Revenues

Net increase of $1.7 million.

- Intergovernmental Revenues — increase of $2.3 million due to a rebudget of revenue for the Dead, Dying and Diseased Tree Grant Program.
- Other Financing Sources — decrease of $0.2 million as a result of the transfer of funds to CSA 135 for contracted fire and emergency medical services.
- Use of Fund Balance — decrease of $1.3 million. A total of $1.7 million is budgeted.
  - $0.5 million for safety clothing, minor equipment, fixed assets and contracted services.
  - $0.3 million to provide for equipment and auto maintenance, increased volunteer station equipment and fuel costs and increased contract costs.
  - $0.3 million for a new volunteer firefighter training academy.
  - $0.3 million for funding applied to the replacement/upgrades of fire apparatus and equipment for regional support.
  - $0.2 million to support the Fire Protection and Emergency Medical Services program.
  - $0.1 million for costs associated with temporary staff.
- General Purpose Revenue Allocation – increase of $1.0 million due to an increase in operational and contract costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

A net decrease of $8.1 million primarily due to a decrease of $7.6 million in Services and Supplies associated with the completion of the Dead, Dying and Diseased Tree Grant Program and $0.4 million combined in all accounts due to the completion of one-time projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
San Diego County Fire Authority	13.00	13.00	13.00	0.0	13.00
Total	13.00	13.00	13.00	0.0	13.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
San Diego County Fire Authority	$ 25,191,550	$ 22,830,958	$ 24,865,541	8.9	$ 16,734,105
County Service Areas - Fire Prevention	1,265,382	1,833,253	1,542,341	(15.9)	1,542,341
Total	$ 26,456,932	$ 24,664,211	$ 26,407,882	7.1	$ 18,276,446

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,521,993	$ 1,526,737	$ 1,596,940	4.6	$ 1,518,026
Services & Supplies	24,425,793	19,684,103	23,835,854	21.1	16,214,595
Capital Assets Equipment	250,000	768,760	100,000	(87.0)	—
Fund Balance Component Increases	—	1,883,000	250,000	(86.7)	—
Operating Transfers Out	259,146	801,611	625,088	(22.0)	543,825
Total	$ 26,456,932	$ 24,664,211	$ 26,407,882	7.1	$ 18,276,446

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 580,615	$ 580,615	$ 573,491	(1.2)	$ 573,491
Revenue From Use of Money & Property	27,500	43,710	43,710	0.0	43,710
Intergovernmental Revenues	7,167,936	4,139,652	6,434,884	55.4	—
Charges For Current Services	517,503	543,472	505,140	(7.1)	505,140
Other Financing Sources	150,000	665,456	420,000	(36.9)	420,000
Use of Fund Balance	2,343,378	2,997,868	1,724,638	(42.5)	—
General Purpose Revenue Allocation	15,670,000	15,693,438	16,706,019	6.5	16,734,105
Total	$ 26,456,932	$ 24,664,211	$ 26,407,882	7.1	$ 18,276,446

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Health and Human Services Agency

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Health and Human Services Agency Summary

Agency Description

The Health and Human Services Agency (HHSA) is committed to providing critical services to the general population of over 3 million residents and to roughly 750,000 recipients of federal, State and County funded programs and services such as Medi-Cal (Medicaid), CalFresh (nutrition assistance), CalWORKs (a welfare to work and cash assistance program), Foster Care Aid, and Adoption Assistance. With the Live Well, San Diego! initiative as its guide, HHSA services are aligned to help County residents lead healthy, safe and thriving lives. This includes services such as preventive health care, access to publicly funded health care coverage and self-sufficiency services, and mental health and substance abuse programs. Additionally, protective services are provided to abused and neglected children and vulnerable adults, including seniors, veterans, the disabled and indigent adults. HHSA also works to reduce the burden of chronic diseases and contributing factors, such as heart disease and childhood obesity, and helps the community prepare to respond to health emergencies and disasters.

Through six geographic regions, HHSA provides services through a public-private partnership of over 5,400 County employees, hundreds of volunteers, 189 citizen advisory boards and commissions and more than 900 contracts representing over 500 community-based providers. Although the six regions are geographically and socially diverse, business continuity is assured through the administrative support divisions.

Effective Fiscal Year 2013-14, HHSA reorganized some of its departments to facilitate operational effectiveness and efficiency and improve service delivery. Strategic Planning and Operational Support (SPOS) was reorganized resulting in a transfer of its three major functions. The two major functions of eligibility operations and health care policy will become part of the Regional Operations section of the HHSA Operational Plan. The third SPOS function of strategy innovation will become part of the Administrative Support section. Additionally, the Public Administrator/ Public Guardian and Behavioral Health Conservator unit will be integrated to become the Public Administrator/ Guardian/Conservator (PA/G/C) and will be included as part of Aging and Independence Services.

HHSA Departments

- Regional Operations, includes Eligibility Operations and Health Care Policy
- Aging and Independence Services, includes Veterans, PA/G/C
- Behavioral Health Services
- Child Welfare Services
- Public Health Services
- Administrative Support

Mission Statement

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

2012-13 Anticipated Accomplishments

During Fiscal Year 2012-13, HHSA continued implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- **Built a better service delivery system that is innovative and outcome-driven.** A few examples include the following:
  - Implemented the first phase of the multi-year Community Based Care Transitions Program (CCTP) to reduce readmissions to hospitals by Medicare recipients. Public Health Nurses at Aging and

Independence Services are receiving referrals from 13 participating private and public hospitals throughout the county. CCTP improves the quality of care for over 21,000 high-risk, high-cost, fee-for-service Medicare patients as they transition from the acute care hospital to other care providers in the community, and reduces the risk of an avoidable hospital readmission which results in improved quality of life for the participants and reduced costs to taxpayers.
  - Evaluated data from the two pilot programs integrating physical and behavioral health services. Two programs established with one providing comprehensive counseling and mental health services for children and adults (ICARE), and the second program adding psychiatric consultations to support primary care providers (SmartCare).
  - Established Extended Foster Care program, an outcome from Assembly Bill (AB) 12, the *California Fostering Connections to Success Act*, which extends the age limit of foster care to 21 years of age. Over 500 youth received transitional services in the first year, assisting them to become self-sufficient adults.
  - Implemented Legacy Corps, a new Aging and Independence Services/Veteran's Services program that provides free respite services to family members providing care for veterans of any age.
- **Supported positive choices that empower residents to take responsibility for their own health and well-being.** A few examples include the following:
  - Implemented the multi-year Community Nutrition Education Program grant to provide nutrition education and promote access to healthy foods to at-risk individuals who receive or are potentially eligible to receive CalFresh nutrition assistance. Over 1,700 individuals have been reached to date.
  - Implemented the multi-year Community Transformation Grant (CTG) in support of public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs for the region. Key accomplishments to date include procurements for tobacco-free living activities, promotion of active modes of transportation including walking and bicycling, and services that increase access to healthy food and beverages.
  - Piloted a program for high-risk individuals with severe mental illness to help them take required medication and participate in treatment, with over 400 referrals received to date.
- **Pursued policy and environmental changes that made it easier for people to engage in healthy and safe behaviors**. A few examples include the following:
  - Developed six regional *Live Well, San Diego!* Neighborhood-based plans by using a standardized process for engaging community partners and aligning efforts in advancing a public-private partnership.
  - Partnered with the Escondido Union School District on a successful proposal for the Paving the Way for Safe Routes to School State grant that will invest $375,000 over two years to improve the safety of walking and bicycling by school-aged children and their families in the neighborhoods surrounding several Escondido schools.
  - Partnered with the San Diego Association of Governments (SANDAG) and San Diego State University on a project to install bicycle counters in streets and along bike paths throughout the county to encourage healthy lifestyles and activities to prevent obesity.
- **Improved the culture from within by increasing employees' knowledge of health and safety**. A few examples including the following:
  - Partnered with health care providers on the second annual *Love Your Heart* campaign, to provide over 2,000 free blood pressure screenings to the public on February 14.
  - Supported employee-oriented campaigns such as walking clubs, weight loss challenges and onsite popular exercise programs, such as Zumba, that promote an active, healthy lifestyle.
  - Deployed online employee training to raise awareness about the symptoms and signs of trauma so that employees can seek help if they, or someone in their presence, is experiencing trauma.

Required Discipline for Excellence – Continuous Improvement

- Advanced operational excellence in service delivery and operational effectiveness by creating the Operations Eligibility Division to focus primarily on program and regional support of self-sufficiency programs such as Medi-Cal, CalFresh, and CalWORKs.
- Completed consolidation and co-location of the Public Administrator/Public Guardian and the Behavioral Health Conservator unit to improve service coordination.

Required Discipline for Excellence – Customer Satisfaction

- Implemented eligibility improvements to improve customer service in self-sufficiency programs
  - Established video interviews for customers who have difficulty visiting a Family Resource Center.
  - Continued upgrades to Family Resource Center facilities in order to enhance services and efficiency.
  - Identified a new ACCESS Customer Service Center facility to accommodate the increase of staff necessary to respond to call volume.

Required Discipline for Excellence – Information Services

- Began multi-year Supplemental Nutrition Assistance Program (SNAP) grant activities to implement a system for electronic documents conversion and tracking, and to help streamline reduce processing time.
- Building on the completion of the first phase (Readiness Assessment) in Fiscal Year 2011-12, began the second phase of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared HHSA customers.

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative - Healthy Families

- **Build a better service delivery system that is innovative, impactful, and outcome driven**. A few examples include the following:
  - Provide public health nurse home visits to CCTP participants to help them proactively manage their chronic medical conditions and avoid costly hospital readmissions.
  - Continue implementation of the multi-year Community Transformation Grant to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Strengthen Child Welfare Services by implementing/expanding trauma-informed practices to and co-locating with staff from community based organizations to improve outcomes such as timely reunification and stable out-of-home placements.
- **Support positive choices that empower residents to take responsibility for their own health and well-being.** A few examples include the following:
  - Continue implementation of the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) grant to promote nutrition education and obesity prevention services to low-income families that are potentially eligible for the federally funded CalFresh food assistance program. This project is a continuation of the grant formerly known as the Community Nutrition Education program.
  - Implement a program for high-risk individuals with severe mental illness to take required medications and participate in treatment.
- **Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors**. A few examples include the following:
  - Implement regional community health improvement plans through the participation or leadership of Resident Leadership Academy (RLA) graduates. The purpose of RLA is to build community capacity for health improvement in local neighborhoods.
  - Support Department of Human Resources wellness initiatives that promote healthy and safe behaviors in the workplace.

Required Discipline for Excellence – Customer Satisfaction

- Continue transition of Healthy Families and Low Income Health Program participants into appropriate health programs to promote continuity of care and a medical home, providing patient-centered, comprehensive, and coordinated care.

Required Discipline for Excellence – Accountability and Transparency

- Pursue voluntary Public Health Accreditation status to promote accountability and continuous improvement.
- Continue electronic information exchange activities including Beacon Health Information Exchange with hospitals and KIP procurement efforts.

Related Links

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

Budget Changes and Operational Impact: 2012-13 to 2013-14

Overview

The Health and Human Services Agency's Fiscal Year 2013-14 budget includes appropriations of $2.0 billion, an increase of $68.2 million.

Significant changes to the Operational Plan include an increase of 307.25 staff years to support expansion of new and existing programs: Healthy Families, the Community Based Care Transitions Program (CCTP), the SNAP-Ed project, changes to the Foster Care system due to the passage of AB 12 and additional positions to support operational needs.

The 2012-13 California Budget called for the transition of Healthy Families program recipients Statewide to the Medi-Cal program. On April 23, 2013, the Board of Supervisors approved the addition of 265.00 staff years to support the transition of California's Healthy Families recipients to the Medi-Cal program. Historically, the Healthy Families program has provided low cost health insurance for children who do not have insurance and do not qualify for zero share of cost Medi-Cal. The Medi-Cal program provides basic health care safety net services to qualified, low-income residents of California.

On October 30, 2012, the Board of Supervisors approved the addition of 20.00 staff years to support the Community Based Care Transitions Program (CCTP) in Aging and Independence Services. Through a partnership between AIS and area hospitals, CCTP will improve the quality of care for high-risk, fee-for-service Medicare patients as they transition from the acute care hospital to other care providers in the community and reduce the risk of an avoidable hospital readmission to reduce costs to taxpayers.

On October 9, 2012, the Board of Supervisors approved the addition of 4.00 staff years to support the SNAP-Ed project which provides nutrition education and obesity prevention services to low-income families in the regions that are potentially eligible for the federally funded CalFresh food assistance program.

The passage of AB 12 changed the foster care system by extending foster care until age 21. With this change, HHSA has seen an increase in clients wanting these extended services. To meet this need, HHSA is adding 10.25 staff years to this program.

In addition, there is a net increase of 8.00 staff years to various programs to meet operational needs.

HHSA increased appropriations in AIS for contracted services associated with the CCTP program. Additional appropriations are included for Aid to Adoptive Children payments, due to projected case increases, and for the Transitional Housing Program, to expand services to emancipated youth as well as an increase for the North County Short Term Acute Residential Treatment (START) program and for Long Term Care (LTC) for increased capacity for residents with severe mental diseases.

The County is required to administer State and federal programs. There continues to be uncertainty and challenges about the future roles and responsibilities of HHSA. One of the main issues is the pending implementation of Medicaid expansion. For example, the State intends to roll-out Cal-HEERs, an automated eligibility and enrollment system that will be used by California's Health Benefits Exchange board (Covered California) to enroll participants in Medi-Cal or one of the health exchange plans. Implementation of this effort will be challenging and will require additional staff. Additionally, the federal financial impacts of sequestration and other budget reductions are uncertain. The full impact of any changes is dependent on additional federal and State action and also on the ongoing economic situation. Moving forward, HHSA will return to the Board of Supervisors and adjust its budget as needed to align ongoing funding with core, essential services. HHSA will continue to work with its citizen advisory boards, the County Office of Strategy and Intergovernmental Affairs 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 2013-14. No change is recommended between years.

Budget Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $11.0 million due to a $22.5 million decrease in Services and Supplies due primarily to the elimination of one-time projects from the prior year, offset by an increase of $11.5 million in Salaries and Benefits due to an increase in County retirement contributions.

Group Staffing by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Regional Operations	2,277.00	2,432.00	2,838.00	16.7	2,838.00
Strategic Planning & Operational Support	202.00	211.00	—	(100.0)	—
Aging and Independence Services	292.50	291.50	379.00	30.0	379.00
Behavioral Health Services	837.50	829.50	791.00	(4.6)	791.00
Child Welfare Services	703.50	717.50	752.00	4.8	752.00
Public Health Services	480.75	483.75	484.50	0.2	484.50
Public Administrator / Public Guardian	34.00	34.00	—	(100.0)	—
Administrative Support	303.00	307.00	369.00	20.2	369.00
Total	5,130.25	5,306.25	5,613.50	5.8	5,613.50

Group Expenditures by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Regional Operations	$ 464,314,986	$ 467,713,267	$ 730,255,328	56.1	$ 735,827,207
Strategic Planning & Operational Support	225,162,212	235,222,731	—	(100.0)	—
Aging and Independence Services	309,757,401	312,514,970	329,246,054	5.4	329,981,684
Behavioral Health Services	427,734,706	431,072,490	423,558,464	(1.7)	424,307,813
Child Welfare Services	258,626,410	248,498,925	264,598,530	6.5	265,772,240
Public Health Services	103,380,590	101,441,269	105,705,151	4.2	105,826,402
Public Administrator / Public Guardian	4,591,551	4,457,052	—	(100.0)	—
Administrative Support	98,816,209	100,483,108	116,554,358	16.0	97,262,849
Tobacco Settlement Funds	27,500,000	27,500,000	27,500,000	0.0	27,500,000
Total	$ 1,919,884,065	$ 1,928,903,812	$ 1,997,417,885	3.6	$ 1,986,478,195

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Regional Operations

Department Description

The Health and Human Services Agency's (HHSA's) service delivery system is organized into six geographic service regions, using a public-private partnership model to meet the needs of families and individuals in San Diego County. Core regional operations include: Public Health Services, Child Welfare Services and Family Resource Centers public assistance payments and health care. For more information about public assistance payments, see Appendix D.

Effective Fiscal Year 2013-14, the functions of eligibility operations and health care policy administration, originally with Strategic Planning and Operational Support, will become part of Regional Operations to facilitate operational efficiency and effectiveness.

Mission Statement

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

2012-13 Anticipated Accomplishments – All Regions

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Built a better service delivery system by providing protection, permanency and stability to children who are at-risk or have been abused and neglected.
  - Improved outcomes for children by having 42% (2,331 of 5,550) of families participate in joint case planning and meetings, above target of 34%.
  - Supported stability of foster youth by placing 45% (1,395 of 3,100) with a relative or non-related extended family member, above target of 44%.
  - Supported stability of children in foster care (8 days or more, but less than 12 months) by ensuring 82% (1,710 of 2,076) have fewer than three placements, above target of 81%.

Strategic Initiative – Healthy Families

- Built a better service delivery system to maximize the health and well-being of at-risk children and families.
  - Promoted healthy outcomes by ensuring 50% (37 of 74) of women in the Maternal Child Health and NFP programs continue to breastfeed their infant at 6 months of age, above the target of 40%. This increase is due to the efforts of Public Health Nurses (PHN) in educating and supporting mothers of newborns.
  - Reduced the onset of preventable illness or disease by immunizing 99.9% (1,613 of 1,615) of children age 0-4 years and 99.6% (1,472 of 1,478) of children and adolescents age 11-18 years served at Public Health Centers and clinics, above respective targets of 98%.
  - Decreased in enrollment of 0.5% (from 278,402 to 277,144) of children in Medi-Cal and Healthy Families programs, not meeting target of 1% increase. The decrease is attributed to confusion caused by the State's required enrollment into the Healthy Families program.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence in customer service through technology, timely processing and improved accuracy.
  - Improved customer experience at the Family Resource Centers by acquiring a lobby management system. This technological enhancement is being piloted at the Lemon Grove Family Resource Center.
  - Through a variety of strategies implemented and forthcoming, it is estimated that wait times at the ACCESS call center, a public benefits transaction center, will result in a reduction of approximately 7 minutes comparing July 2012 (23 minutes, 59 seconds) through June 2013 (16 minutes, 59 seconds).

- Ensured clients eligible for CalFresh received and maintained their benefits through timely processing of 90% (9,666 of 10,740) of CalFresh applications at the Family Resource Centers and ACCESS, meeting the target of 90%. Implemented a pilot at three Family Resource Centers to improve timely processing. Results will be evaluated for rollout to other Family Resource Centers.
- Implemented plan to improve accuracy of payment and valid decisions of CalFresh benefits. Restructured operations for quality assurance, quality control and corrective action in order to improve processes and data analysis.

2013-15 Objectives – All Regions

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Build a better service delivery system by providing protection, permanency and stability to children who are at-risk or have been abused and neglected.
  - Improve outcomes for children by having 44% (2,442 of 5,550) of families participate in joint case planning and meetings.
  - Support stability of foster youth by placing 49% (1,421 of 2,900) with a relative or non-related extended family member.
  - Support stability of children in foster care (8 days or more, but less than 12 months) by ensuring 83% (1,718 of 2,070) have fewer than three placements

Strategic Initiative – Healthy Families

- Build a better service delivery system to maximize the health and well-being of at-risk children and families, and vulnerable adults
  - Promote healthy outcomes by ensuring 41% (31 of 75) of women in the Maternal Child Health and NFP programs continue to breastfeed their infant at 6 months of age.
  - Reduce the onset of preventable illness or disease by immunizing 98% (1,583 of 1,615) of children age 0-4 years and 98% (1,470 of 1,500) of children and adolescents age 11-18 years served at Public Health Centers and clinics.
  - Enroll 80% (98,320 of 122,900) of Health Care Options attendees in a managed care plan of their choice.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service through technology, timely processing and improved accuracy.
  - Implement plan to enroll newly eligible Medi-Cal recipients anticipated from the federal Affordable Care Act.
  - Implement technological enhancements to improve customer service at the Family Resource Centers.
  - Implement plan to improve accuracy and timely processing of CalFresh benefits.
  - Increase by 20% (from 52 to 62) the number of ACCESS call center agents trained to perform eligibility determinations for more than two public assistance programs.
  - Ensure timely processing of 91% (of 12,000) of CalFresh applications at the Family Resource Centers and the ACCESS call center.

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. HHSA staff from the South Region provide regional services, lead the Healthy Eating Active Communities (HEAC) project, and manage the South Region NFP and Families as Partners (FAP). HEAC aims to prevent childhood obesity and ensure healthy adulthood by reducing health risks associated with obesity. NFP is an evidence-based program that helps first-time, high-risk, low-income mothers. FAP is a public-private partnership that will provide a community safety net for South Region's children and youth who are at risk of entering foster care or who are currently in the system.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Built a better service delivery system by improving care coordination and communication.
  - Deployed the South Region Referral Pathway Tools to the 2-1-1 San Diego web directory for pregnant and postpartum women. The tool provides easy access and real time, updated information for referral agencies and community residents.
  - Established a referral and communication process for families served through South Region Child Welfare System, Public Health Maternal Child Health Program and NFP Program. Best practices were identified for increasing awareness amongst all Public Health and Child Welfare Services staff.

- Strengthened the community safety net to support stability for children at risk of entering protective custody by increasing service providers participating in FAP from 30 to 42.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence in customer service by improving access to public assistance programs by increasing the number of video interview clients by 15% (from 275 to 317), exceeding the target of 5% due to service expansion.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Promote stability and permanency by implementing the Neighborhood for Kids initiative which strives to keep abused and neglected children in safe, familiar environments such as schools.

Required Discipline for Excellence – Customer Satisfaction

- Improve customer service and operational efficiencies by increasing the number of customers using the web-based online appointment scheduling system by 40% (from 46 to 64) for accessing Public Health services.

Central Region

The Central Region encompasses San Diego city's urban core consisting of 50 neighborhoods with a multitude of diverse culture and population. Central Region is bordered to the North by Interstate 8, extending eastward to the cities of Lemon Grove and La Mesa, continuing south to National City, and westward to the San Diego Bay. HHSA staff from the Central Region provide regional services and lead countywide efforts such as a pilot on eliminating disparities of African-American children in Child Welfare and key initiatives on improving access and outcomes for the homeless population. Effective Fiscal Year 2013-14, the ACCESS Customer Service Center, an extension of the County of San Diego's Family Resource Centers will be reported under Central Region. ACCESS serves residents, providers and other agencies related to self-sufficiency programs and services.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Supported positive choices for pregnant and parenting foster youth through the creation of a referral and tracking system that connects to PHN services.

Strategic Initiative – Healthy Families

- Built a better service delivery system to support the health of the children who seek routine immunizations at the 'Vaccines are Important for Preschoolers' clinic, by connecting them to a certified application assistant for health care coverage.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Promote stability and permanency by developing and implementing a strategic plan for the Neighborhood for Kids initiative using data, to keep abused and neglected children in safe, familiar environments such as schools.

Required Discipline for Excellence – Customer Satisfaction

- Improve customer service and access to public assistance benefits by establishing video interviewing in a Southeast community in Central Region.

North Central Region

The North Central Region comprises the central-western portions of the County, 38 diverse communities that extend from coastal to inland, stretching from Del Mar in the north, to Point Loma in the south, and east to Scripps Ranch and Mira Mesa. Interstate 8 marks the regions southern border. Also within the region are three military installations and two major universities. HHSA staff support the large military population found in North Central Region by participating in efforts through multiple venues and access points, such as engaging in efforts through the Healthy Start Military Cluster and San Diego Military Family Collaborative including the North Central *Live Well, San Diego!* initiative. Effective Fiscal Year 2013-14, the Health Coverage Access program will be reported under North Central Region. This program assists clients with accessing healthcare at more than 35 sites including hospitals and mental/physical health clinics.

2012-13 Anticipated Accomplishments

Strategic Initiative – Healthy Families

- Built a better service delivery system through NFP, resulting in healthy outcomes for children of NFP participants.
  - 92% (101 of 110) of NFP participants initiated breast feeding, above target of 90%.

- 91% (48 of 53) of children enrolled in the NFP program received their required immunizations by 6 months of age, above target of 90%.
- Promoted safe and healthy living by supporting military families through effective community relationships.
  - Promoted the *Live Well San Diego!* initiative with Military Family collaborative and at the annual Military Services Providers Conference.
  - Held a Military Resource Fair to provide health education and outreach to military families.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence through customer service by ensuring timely service to clients by maintaining an average wait time of 11 days for County Medical Services eligibility appointments, exceeding the target of 30 days or less.

2013-15 Objectives

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, resulting in healthy outcomes for children of NFP participants.
  - 90% (124 of 138) of NFP participants will initiate breast feeding.
  - 90% (66 of 73) of children enrolled in the NFP program will receive their required immunizations by 6 months of age.
- Support community involvement and participation by developing leaders and making positive changes to the quality of life in neighborhoods by encouraging participation in the Resident Leadership Academies (RLA) and the Communities of Excellence projects. The purpose of the RLA is to build community capacity for health improvement in local neighborhoods.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence through customer service.
  - Enhance customer experience by making improvements to lobby and application process.
  - Expand outreach activities and sites to accept CalFresh applications thereby increasing access to nutritious food.

East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations and a large Iraqi refugee population. East Region was the first region to administer NFP, an evidence-based program helping first-time, low-income mothers to succeed. East Region also administers Neighborhoods for Kids, an initiative that strives to keep abused and neglected children in safe, familiar environments and in their same schools. East Region houses the Document Processing Center which supports Family Resources Centers in all regions by converting documents to electronic records.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Built a better service delivery system that promotes stability and permanency of at-risk children through the Neighborhood for Kids initiative.
  - 73% (189 of 258) of children will be placed in a familiar environment, such as protective custody with a relative or family friend, or a school, below target of 75%
  - 43% (58 of 134) of children will be placed with their parents within 12 months, below target of 75%.

Strategic Initiative – Healthy Families

- Supported positive choices for healthy living of NFP participants and their children.
  - 94% (685 of 730) of NFP participants initiated breast feeding, above target of 91%. The numbers represent all participants in East Region's NFP program since inception.
  - 27% (11 of 41) of NFP parents decreased smoking, below target of 32%, but exceeds State and national results of 18% and 16% respectively.
- Supported positive choices by linking culturally appropriate service providers to refugee families to promote self-sufficiency
  - Collaborated with stakeholders to minimize gaps in services, built language capacity and addressed service demands. This included the implementation of a program that uses a health literacy curriculum and community mentors to teach English as a second language.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system that promotes stability and permanency of at-risk children through the Neighborhood for Kids initiative.
  - 75% (236 of 315) of children will be placed in a familiar environment, such as protective custody with a relative or family friend, or a school.
  - 48% (72 of 150) of children will be placed with their parents within 12 months.

Strategic Initiative – Healthy Families

- Support positive choices for healthy living of NFP participants and their children.
  - 92% (782 of 850) of NFP participants will initiate breast-feeding.
  - 33% (13 of 40) of NFP parents will decrease smoking.
- Promote healthy living of children in protective custody by ensuring they are up to date on health exams.
  - 90% (222 of 247) of children in protective custody are current on annual medical exams.
  - 90% (142 of 158) of children in protective custody are current on annual dental exams.
- Support positive choices by linking culturally appropriate service providers to refugee families to promote self-sufficiency by supporting community involvement and participation.
- Develop leaders through participation in the RLA and Communities of Excellence projects.

North Inland Region

The North Inland Region includes four cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Native American 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 HHSA, community partners, families, and child welfare services working together to improve outcomes for North County children and their families.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Built a better service delivery system for vulnerable children through implementing the first year of a two-year Neighborhoods for Kids model implementation plan which supports stability and educational growth of children coming into protective custody by placing children in a home where they can attend their school of origin.

Strategic Initiative – Healthy Families

- Built a better service delivery system through NFP, improving health outcomes for NFP children. First year implementation outcomes include:
  - 93% (13 of 14) of NFP graduates' children were immunized by 24 months of age, above target of 91%.
  - 91% (67 of 74) of NFP participants initiated breastfeeding, meeting the 91% target.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence in customer service by improving access to public assistance programs by increasing the number of video interview clients by 57% (from 635 to 1,000), exceeding the target of 5% due to efforts between staff and the communities.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system by implementing the second year of the Neighborhood for Kids model.

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, improving health outcomes for NFP children.
  - 91% (58 of 64) of NFP participants' children will be current with immunizations.
  - 91% (67 of 74) of NFP participants will initiate breastfeeding.

Required Discipline for Excellence – Customer Service

- Advance operational excellence in customer service by improving access to public assistance programs by increasing the number of video interview clients by 5% (from 1,000 to 1,050).

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, HHSA staff from the North Coastal Region facilitate 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 HHSA, community partners, families, and child welfare services working together to improve outcomes for North County children and their families.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Built a better service delivery system by providing PHN services and implementing the first year of a two-year Neighborhood for Kids model implementation plan.
  - Provided 640 monthly PHN service contacts to military families, building effective community relationships for the safety and protection of children and military families, above the target of 600.
  - Implemented the first year of the Neighborhood for Kids model which supports stability and educational growth of children coming into protective custody by placing children in a home where they can attend their school of origin.

Strategic Initiative – Healthy Families

- Built a better service delivery system through NFP, improving health outcomes for NFP children.
  - 90% (9 of 10) of NFP graduates' children were immunized by 24 months of age, below target of 91%.
  - 90% (36 of 40) of NFP participants initiated breastfeeding, below target of 91%.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Build a better service delivery system by providing PHN services and implementing the second year of the Neighborhood for Kids model.
  - Provide at least 640 PHN service contacts to military families, in order to support the safety and protection of children and military families.
  - Implement the second year of the Neighborhood for Kids model which will support stability and educational growth of children coming into protective custody by placing these children in a home where they can attend their school of origin.

Strategic Initiative – Healthy Families

- Build a better service delivery system through NFP, improving health outcomes for vulnerable children.
  - 91% (30 of 33) of NFP participants' children will be current with their immunizations.
  - 91% (31 of 34) of NFP participants will initiate breastfeeding.

Related Links

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

For additional information on the programs offered by the Health and Human Services HHSA, refer to the website at www.sdcounty.ca.gov/hhsa.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Family participation in joint case planning and meetings	41% of 5,675	34% of 11,300	42% of 5,550	44% of 5,500	44% of 5,500
Children in foster care that are in kin placements	45% of 3,079	44% of 3,000	45% of 3,100	49% of 2,900	49% of 2,900
Children in foster care for less than 12 months have fewer than 3 placements during that period	81% of 2,101	81% of 1,907	82% of 2,076	83% of 2,070	83% of 2,070
Mothers who continue to breastfeed their infant at 6 months of age[1]	N/A	40% of 550	50% of 74	40% of 75	40% of 75
Children age 0-4 years receive age-appropriate vaccines	99% of 2,263[2]	98% of 4,000	99.9% of 1,615	98% of 1,615	98% of 1,615
Children age 11-18 years receive age-appropriate vaccines	99% of 1,493[2]	98% of 4,000	99.9% of 1,478	98% of 1,500	98% of 1,500
Children enrolled in Medi-Cal and Healthy Families health care coverage[3]	-0.3% (decrease from 278,478 to 278,402)	1% (enroll 2,784 for a total of 281,186)	-0.5% (decrease from 278,402 to 277,144	N/A[4]	N/A[4]
Timely processing of CalFresh applications per month[1]	N/A	90% of 12,000	90% of 10,740	91% of 12,000	92% of 12,000

Table Notes

[1]New measure effective Fiscal Year 2012-13 to reflect HHSA's priorities.

[2]The numbers for the immunization measures are lower than projected due to staff efforts encouraging clients to use their insurance if they have it.

[3]In Fiscal Years 2011-12 and 2012-13, the target of 1% increase over prior fiscal years were not met. The decrease in both years is in alignment with State numbers which reflected a strong decrease in enrollment state wide. In particular, the lower enrollment for Fiscal Year 2012-13 is attributed to confusion about required enrollment into the Healthy Families program

[4]Effective Fiscal Year 2013-14, the Medi-Cal and Healthy Families measure will no longer be reported in the Operational Plan due to the upcoming transition of Healthy Families participants to another health care program.

Recommended Changes and Operational Impact: 2012-13 to 2013-14 – All Regions

Staffing

Net increase of 406.00 staff years.

- Increase of 249.00 staff years to support Healthy Families program.
- Increase of 165.00 staff years due to a transfer from Strategic Planning & Operational Support (SPOS).
- Increase of 11.00 staff years due to a transfer from Behavioral Health Services (BHS).
- Increase of 1.00 staff year due to a transfer from Public Health Services (PHS).
- Increase of 1.00 staff year for the Supplemental Nutrition Assistance Program Education (SNAP-Ed) project.
- Decrease of 14.00 staff years due to a transfer to Child Welfare Services (CWS).
- Decrease of 7.00 staff years due to a transfer to Administrative Support.

The following breakdown shows the same net change in staffing presented by program.

- Increase of 225.00 staff years in Regional Self Sufficiency Eligibility (RSSE) due to the addition of 229.00 staff years to support Healthy Families program, the transfer in of 12.00 staff years from SPOS, transfer in of 3.00 staff years from North Coastal Region, transfer in of 1.00 staff year from Mental Health Services (MHS), transfer in of 1.00 staff year from Foster Care offset by the transfer out of 13.00 staff years to Eligibility Operations Administration, transfer out of 5.00 staff years to North Central Region, transfer out of 1.00 staff year to Management Support, transfer out of 1.00 staff year to Office of Strategy and Innovation (OSI) and transfer out 1.00 staff year to Child Welfare Services (CWS) for programmatic needs.
- Decrease of 16.00 staff years in Regional Child Welfare Services due to the transfer out of 16.00 staff years to CWS primarily to support AB12 and transfer out of 1.00 staff year to Human Resources for programmatic needs, offset by the transfer in of 1.00 staff year from Foster Care for programmatic needs.
- Increase of 6.00 staff years in Central Region due to the transfer in of 10.00 staff years from SPOS, transfer in of 1.00 staff year from Office of Legislative Affairs, transfer in of 1.00 staff year from BHS, addition of 1.00 staff year to support Healthy Families, addition of 1.00 staff year for the SNAP-Ed project offset by the transfer out of 8.00 staff years to Community Action Partnership (CAP) due to reorganization of the program.
- Decrease of 1.00 staff year in East Region due to the transfer of 1.00 staff year to North Central Region to support Health Promotions program.
- Increase of 12.00 staff years in North Central Region due to addition of 1.00 staff year to support Healthy Families, transfer in of 5.00 staff years from RSSE, transfer in of 2.00 staff years from Inpatient Health Services (IHS), transfer in of 2.00 staff years from MHS, transfer in of 1.00 staff year from CWS, and transfer in of 1.00 staff year from East Region to support Health Coverage Access (HCA).
- Decrease of 3.00 staff years in North Coastal Region due to the transfer out of 3.00 staff years to RSSE, transfer out of 1.00 staff year to North Inland Region offset by the addition of 1.00 staff year to support Healthy Families.
- Increase of 1.00 staff year in North Inland Region due to the transfer of 1.00 staff year from North Coastal Region to support Public Health Services clinics.
- Increase of 147.00 staff years in Eligibility Operations due to the addition of 17.00 staff years to support Healthy Families, transfer in of 110.00 staff years from SPOS, transfer in of 13.00 staff years from RSSE, transfer in of 2.00 staff years from BHS, transfer in of 3.00 staff years from MHS, transfer in of 1.00 staff year from the HHSA Agency Executive Office (AEO), and transfer in of 1.00 staff year from Management Support to support Eligibility Operations and Healthy Families program.
- Increase of 35.00 staff years in Health Care Policy Administration (HCPA) due to the transfer in of 33.00 staff years from SPOS, transfer in of 1.00 staff year from PHS, and transfer in of 1.00 staff year from AEO.

Expenditures

Increase of $262.5 million

- Salaries and Benefits — increase of $32.5 million due to the addition of 406.00 staff years and an increase in County retirement contributions.
- Services and Supplies — increase of $229.7 million.
  - Increase of $197.1 million in contracted services primarily for contracts transferring from SPOS to Eligibility Operations Administration and Health Care Policy Administration.

- Increase of $10.5 million associated with California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) to provide access to health care coverage under the federal Affordable Care Act.
- Increase of $9.2 million related to the MOU with the District Attorney for Public Assistance Fraud due to the transfer from SPOS.
- Increase of $5.2 million in IT primarily due to the transfer from SPOS.
- Increase of $3.7 million in rents primarily due to the addition of staff to support Healthy Families.
- Increase of $4.0 million in various services and supplies primarily related to basic supplies and computers for additional staff.

- Other Charges — increase of $0.3 million in General Relief assistance payments to align with caseload.

Revenues

Net increase of $262.5 million

- Fines, Forfeitures & Penalties — increase of $3.3 million for Emergency Medical Services (EMS) Penalty due to transfer from SPOS.
- Revenue From Use of Money & Property — increase of $1.0 million due to transfer from SPOS for EMS Penalty fees to HCPA.
- Intergovernmental Revenues — net increase of $219.7 million primarily related to the transfer from SPOS and the addition of 255.00 staff years.
  - Increase of $76.3 million of Health Coverage Initiative revenue related to the transfer from SPOS.
  - Increase of $71.2 million in Social Services administrative revenue related to the transfer from SPOS.
  - Increase of $46.3 million in Realignment revenue for various social services programs primarily due to the transfer of HCPA from SPOS.
  - Increase of $18.9 million Social Services administrative revenue due to the addition of staff to support the Healthy Families program.
  - Increase of $9.8 million associated with California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) to provide access to health care coverage under the federal Affordable Care Act.
  - Increase of $0.9 million in SNAP-Ed revenue.
  - Decrease of $3.5 million CAP revenue due to the transfer to Administrative Support.
  - Decrease of $0.2 million in Regional Public Health Clinic revenue.
- Charges for Current Services — increase of $9.0 million due to the transfer from SPOS.
- Miscellaneous Revenue — decrease of $0.07 million associated with the elimination of a one-time private donation.
- Other Financing Sources — increase of $20.6 million for Operating Transfer from Tobacco Securitization due to the transfer from SPOS.
- Use of Fund Balance — decrease of $2.4 million due to $1.2 million of prior year one-time Salary and Benefit pay out and $1.2 million for Juvenile Diversion to support community based strategies that strengthen individuals and families to foster healthy relationships.
- General Purpose Revenue Allocation — increase of $11.4 million due to the transfer of $11.0 million from SPOS to HCPA, an increase of $0.3 million due to General Relief assistance payments and increase of $0.1 million to cover operating cost.

Recommended Changes and Operational Impact: 2013-14 to 2014-15 – All Regions

Net increase of $5.6 million is the result of an increase of $6.2 million in Salaries and Benefits due to the increase in County retirement contributions, offset by a decrease of $0.6 million in Services and Supplies due to the elimination of one-time projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Regional Self Suffic Elig	1,089.00	1,272.00	1,497.00	17.7	1,497.00
Regional Child Welfare Svcs	637.00	621.00	605.00	(2.6)	605.00
Central Region	148.00	147.00	153.00	4.1	153.00
East Region	93.50	94.50	93.50	(1.1)	93.50
North Central Region	108.00	94.00	106.00	12.8	106.00
North Coastal Region	62.00	61.00	58.00	(4.9)	58.00
North Inland Region	64.00	66.00	67.00	1.5	67.00
South Region	75.50	76.50	76.50	0.0	76.50
Eligibility Operations Administration	—	—	147.00	—	147.00
Health Care Policy Administration	—	—	35.00	—	35.00
Total	2,277.00	2,432.00	2,838.00	16.7	2,838.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Regional Self Suffic Elig	$ 334,344,484	$ 337,995,218	$ 367,043,984	8.6	$ 370,213,322
Regional Child Welfare Svcs	58,246,726	56,948,047	55,989,759	(1.7)	57,483,216
Central Region	21,648,759	21,911,769	19,739,038	(9.9)	20,048,143
East Region	11,837,916	12,423,214	10,085,225	(18.8)	10,297,564
North Central Region	10,535,081	9,686,781	9,618,300	(0.7)	9,822,627
North Coastal Region	8,654,872	8,844,055	7,340,031	(17.0)	7,478,232
North Inland Region	8,131,653	8,714,183	7,224,367	(17.1)	7,359,770
South Region	10,915,495	11,190,000	9,327,480	(16.6)	9,471,531
Eligibility Operations Administration	—	—	80,180,387	—	79,945,877
Health Care Policy Administration	—	—	163,706,757	—	163,706,925
Total	$ 464,314,986	$ 467,713,267	$ 730,255,328	56.1	$ 735,827,207

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 180,982,823	$ 190,512,587	$ 223,048,506	17.1	$ 229,215,726
Services & Supplies	30,238,310	32,679,533	262,385,675	702.9	261,790,334
Other Charges	253,093,853	244,521,147	244,821,147	0.1	244,821,147
Total	$ 464,314,986	$ 467,713,267	$ 730,255,328	56.1	$ 735,827,207

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 50,000	$ 50,000	$ 3,349,216	6,598.4	$ 3,349,216
Revenue From Use of Money & Property	—	—	1,019,083	—	1,019,083
Intergovernmental Revenues	436,792,077	442,765,258	662,437,063	49.6	662,107,492
Charges For Current Services	4,897,111	1,901,051	10,899,612	473.3	10,899,612
Miscellaneous Revenues	1,159,365	771,235	699,183	(9.3)	699,183
Other Financing Sources	—	—	20,600,000	—	20,600,000
Fund Balance Component Decreases	—	—	—	—	4,764,846
Use of Fund Balance	1,982,904	2,371,157	—	(100.0)	—
General Purpose Revenue Allocation	19,433,529	19,854,566	31,251,171	57.4	32,387,775
Total	$ 464,314,986	$ 467,713,267	$ 730,255,328	56.1	$ 735,827,207

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

Strategic Planning and Operational Support

Department Description

Strategic Planning and Operational Support (SPOS) supports implementation of self-sufficiency programs, ensures program integrity, and in collaboration with the community, delivers essential services including eligibility, enrollment, and indigent health care in order to advance Live Well, San Diego! Additionally, SPOS provides strategic planning and support for continuous improvement throughout the Health and Human Services Agency (HHSA).

Effective Fiscal Year 2013-14, HHSA reorganized SPOS to facilitate operational effectiveness and efficiency in order to improve service delivery to clients. Two major functions, eligibility operations and health care policy will be part of Regional Operations. The remaining function, strategy innovation will be part of Administrative Support.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensured integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Built a better service delivery system to support self-sufficiency among clients eligible for public assistance programs.
  - 25% (421 of 918 per month) of Welfare to Work participants had paid employment, moving them closer to self-sufficiency, below the target of 30%.
  - 85% (2,981 of 3,508) of enrollees referred for case management participated in case management services, strengthening care and treatment for the indigent health program enrollees, meeting target.
  - 70% (3,600 of 5,144) of Low Income Health Program (LIHP) enrollees, who entered the program through a LIHP Mental Health Clinic, accessed physical health care services through a LIHP community clinic, meeting target.
- Supported positive choices among eligible participants in CalFresh, a public assistance nutrition program, by enrolling 100% (29,000) of eligible participants in the CalFresh Restaurant Meals Program, above the target of 90%.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Advanced operational excellence through accountability by supporting program integrity and ensuring services are accurately authorized by conducting 2,000 unannounced In-Home Supportive Services home visits, meeting the target.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Advanced operational excellence by enhancing the capability to measure, analyze, review and improve processes and performance, while ensuring these improvements are aligned with priorities, through the following continuous improvement projects for HHSA.
  - Identified opportunities to increase efficiency and effectiveness in the Eligibility Appeals process while adhering to due processes and state hearing requirements for approximately 900 clients per month.
  - Identified opportunities to streamline and improve timeliness in the processing of approximately 11,000 Medi-Cal redeterminations per month in order to meet State requirements and provide continuity of health care coverage to San Diego residents.
  - Identified operational and administrative efficiencies gained by merging Office of Public Conservator and Public Administrator/Public Guardian functions and tasks.

- Reviewed the parent-search and relative approval process within the regions to increase the rate of placements with permanent parent-relative (also called kin placements) which contributes to better outcomes for children and their families in the child welfare system.
- Identified improvements to the process by which data moves through collection and standardization in order to improve efficiencies of epidemiologists and biostatisticians preparing data as well as to enhance timeliness and quality of data available on-line to the community
- Identified opportunities to realize efficiencies and reduce time to resolve call requests to Agency hotlines and leverage opportunities with 2-1-1.

2013-15 Objectives

Effective Fiscal Year 2013-14, HHSA reorganized SPOS to facilitate operational effectiveness and efficiency in order to improve service delivery to clients. Two major functions, eligibility operations and health care policy will be part of Regional Operations. The remaining function, strategy innovation will be part of Administrative Support.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Welfare to Work participants that have paid employment[1]	20% of 11,102	30% of 11,000	25% of 918[1]	N/A[2]	N/A[2]
Enrollees referred for case management participate in case management services[3]	N/A	85% of 1,300	85% of 3,508	N/A[2]	N/A[2]
Low Income Health Program enrollees access physical health care services[3]	N/A	70% of 2,100	70% of 5,144	N/A[2]	N/A[2]
Unannounced home visits in the In-Home Supportive Services program	2,166	2,000	2,000	See Table Note 4	See Table Note 4

Table Notes

[1]Effective Fiscal Year 2012-13, the Welfare to Work performance measures will be reported as a monthly average to remove the variation in caseload that occurs throughout the year and the duplicative counting that occurs when some individuals rotate in and out of the program due to circumstances

[2]Effective Fiscal Year 2013-14, this measure will no longer be reported in the Operational Plan, but will continue to be monitored internally.

[3]Effective Fiscal Year 2012-13, measure was added to better reflect strategic priorities.

[4]Effective Fiscal Year 2013-14, this measure will be reported in the Aging and Independence Services section of the Operational Plan.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

With the dissolution of SPOS, the staff years, expenditure appropriations and revenues have been transferred to Regional Operations and Administrative Support.

Staffing

Decrease of 211.00 staff years.

Expenditures

Decrease of $235.2 million.

Revenues

Decrease of $235.2 million.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration	81.00	89.00	—	(100.0)	—
Health Care Administration	37.00	36.00	—	(100.0)	—
Self Sufficiency Services and Support	84.00	86.00	—	(100.0)	—
Total	202.00	211.00	—	(100.0)	0.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration	$ 27,023,353	$ 30,511,519	—	(100.0)	—
Health Care Administration	154,895,654	162,175,130	—	(100.0)	—
Child Care Planning Council	1,123,783	725,326	—	(100.0)	—
Self Sufficiency Services and Support	42,119,422	41,810,756	—	(100.0)	—
Total	$ 225,162,212	$ 235,222,731	—	(100.0)	—

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 18,084,933	$ 19,188,107	—	(100.0)	—
Services & Supplies	207,077,279	216,034,624	—	(100.0)	—
Total	$ 225,162,212	$ 235,222,731	—	(100.0)	—

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 3,349,216	$ 3,349,216	—	(100.0)	—
Revenue From Use of Money & Property	1,019,083	1,019,083	—	(100.0)	—
Intergovernmental Revenues	180,234,894	187,993,662	—	(100.0)	—
Charges For Current Services	11,657,982	11,201,118	—	(100.0)	—
Miscellaneous Revenues	100,000	5,000	—	(100.0)	—
Other Financing Sources	17,600,000	20,600,000	—	(100.0)	—
Use of Fund Balance	201,037	54,652	—	(100.0)	—
General Purpose Revenue Allocation	11,000,000	11,000,000	—	(100.0)	—
Total	$ 225,162,212	$ 235,222,731	—	(100.0)	—

Aging & Independence Services

Department Description

Aging & Independence Services (AIS) provides services to older adults, people with disabilities and their family members, help keep clients safely in their homes, promote healthy and vital living, and publicize positive contributions made by older adults and persons with disabilities. The Office of Veterans Services, within AIS, provides assistance to military veterans and their dependents and survivors who are entitled to benefits from the United States Department of Veterans Affairs, the State of California, and other agencies.

Effective Fiscal Year 2013-14, the Public Administrator/ Public Guardian and Behavioral Health Conservator unit will become Public Administrator/Guardian/Conservator (PA/G/C) and part of AIS to reflect Health and Human Service Agency's reorganization to improve effectiveness and efficiency in service delivery.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensured integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Built a better service delivery system to protect seniors and dependent adults from abuse and neglect, and improve their quality and efficient care.
  - Ensured 96% (7,104 of 7,400) of face-to-face contacts were conducted within 10 days of receiving an Adult Protective Services (APS) referral, above the target of 95%.
  - Ensured 91% (6,825 of 7,500) of APS cases were not re-referred within six months of case closing, meeting the target.
  - Implemented the first phase of the multi-year Community Based Care Transitions Program (CCTP) to reduce readmissions to hospitals for Medicare recipients. Public Health Nurses in AIS received referrals from participating hospitals' staff for individuals who would benefit from short-term assistance to proactively manage their chonic medical conditions.
- Supported positive choices that foster independence among seniors and educational opportunities for veterans and their families.
  - Connected 2,295 older adults with volunteer opportunities, promoting *Live Well, San Diego!* through active living, meeting target.
  - Maintained 95% (523 of 550) participation in the Multipurpose Senior Services Program (MSSP) case management program thereby helping to avoid, delay or remedy inappropriate placement in nursing facilities, meeting target.
  - Notified 98% (4,900 of 5,000) of customers assisted by Veteran's Services within 14 calendar days of the result of their college tuition waiver application, meeting target.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence in customer service by ensuring 96% (15,840 of 16,500) of annual In-Home Supportive Services (IHSS) reassessments were recertified timely so that clients received the appropriate level of care to remain safely in their own home, meeting target.

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Build a better service delivery system by safeguarding and protecting vulnerable adults from neglect and abuse, including financial, physical and emotional.
  - 96% (7,200 of 7,500) of face-to-face contacts are conducted within 10 days of receiving an APS referral.
  - 91% (6,825 of 7,500) of APS cases are not re-referred within six months of case closing
  - Ensure that 100% (1,230) of conservatorship investigations for Public Guardian (PG) and Public Conservator (PC) begin within two business days of assignment to an investigator as mandated by the Omnibus Conservatorship and Guardianship Reform Act.
  - Complete 95% (119 of 125) of follow-up face-to-face visits with conservatees living in San Diego County within 30 days of previous date of face–to-face visit.
  - Begin 96% (480 of 500) of all bank inquiries within two business days to safeguard and protect the assets and resources of clients.
  - Submit 100% (10) of Inventory and Appraisal reports of all estate cases in the PG Program within 90 days of receiving letters of conservatorship to the Court.
  - Ensure 95% (998 of 1,050) of Public Administrator (PA) investigations are begun within two business days of a referral being assigned for investigation.
  - Submit 100% (20) Inventory and Appraisal reports of all formal probate cases in the PA Program within 120 days of receiving letters of Administration to the Court. A formal probate case is an estate valued over $150,000 and is under court supervision.

Strategic Initiative – Healthy Families

- Build a better service delivery system to improve quality and efficient care for vulnerable adults ensuring 90% (3,111 of 3,457) of high-risk CCTP Medicare fee-for-service beneficiaries who receive a Care Transitions Intervention (CTI) or CTI Care Enhancement intervention by AIS, will have a home visit completed within three (3) calendar days of discharge from a partner Acute Care Hospital or Skilled Nursing Facility.
- Support positive choices that foster independence among seniors and educational opportunities for veterans and their families.
  - Connect 2,318 older adults with volunteer opportunities, promoting *Live Well, San Diego!* through active living.
  - Maintain 96% (528 of 550) participation in the MSSP case management program helping to avoid, delay or remedy inappropriate placement in nursing facilities.
  - Notify 99% (4,950 of 5,000) of customers assisted by Veteran's Services within 14 calendar days of the result of their college tuition waiver application.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service by ensuring 96% (15,840 of 16,500) of annual IHSS reassessments are recertified timely so that clients receive the appropriate level of care to remain safely in their own home.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Advance operational excellence of a skilled workforce by maintaining 100% (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

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

For additional information on the programs offered by Aging & Independence Services, refer to the website at www.sdcounty.ca.gov/hhsa/programs/ais.

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Face-to-face APS investigations conducted within 10 days of referral	96% of 7,537	95%[1] of 7,500	96% of 7,400	96% of 7,500	96% of 7,500
APS cases not re-referred within 6 months of closing	91% of 7,537	91%[1] of 7,500	91% of 7,500	91% of 7,500	91% of 7,500
Number of older adults linked with RSVP and Intergenerational volunteer opportunities[2]	1,962	2,295	2,295	2,318	2,318
Average monthly number of MSSP case management slots filled	99% of 550	95%[3] of 550	95% of 550	96% of 550	96% of 550
Notification response rate within 14 days for customers applying for the college fee waiver	100% of 7,241	98% of 5,000	98% of 5,000	99% of 5,000	99% of 5,000
IHSS reassessments recertified timely	93% of 20,242	96%[4] of 16,500	96% of 16,500[5]	96% of 16,500	96% of 16,500
High-risk CCTP Medicare fee-for-service beneficiaries will have a home visit completed within three (3) calendar days of discharge from a partner Acute Care Hospital or Skilled Nursing Facility[6]	N/A	N/A	N/A	90% of 3,457	90% of 3,457
PG and PC Conservatorship investigations begin within 2 business days of referral being assigned[7]	See Table Note 10	See Table Note 10	See Table Note 10	100% of 1,230	100% of 1,230
Face to face visits with conservatees completed within 30 days of previous visit[6]	See Table Note 10	See Table Note 10	See Table Note 10	95%[8] of 125	95% of 125
All bank inquiries begin within 2 business days	See Table Note 10	See Table Note 10	See Table Note 10	96% of 500	96% of 500
PG Estate cases submit I&A reports to Probate Court within 90 days of receipt of Letters of Conservatorship	See Table Note 10	See Table Note 10	See Table Note 10	100% of 10	100% of 10
PA investigations begin within 2 days of referral	See Table Note 10	See Table Note 10	See Table Note 10	95%[9] of 1,050	95% of 1,050
PA formal probate cases submit I&A reports to Probate Court within 120 days of receiving Letters of Administration	See Table Note 10	See Table Note 10	See Table Note 10	100% of 20	100% of 20
Deputy PA/PGs certified by California State PA/PG Association	See Table Note 10	See Table Note 10	See Table Note 10	100% of 19	100% of 19

Table Notes

[1]Effective Fiscal Year 2012-13,the target has been revised to more accurately reflect staffing capacity and efforts. In Fiscal Year 2012-13, the number of reports to APS have increased by over 10% despite a reduction in staff due to budget constraints. There has been an overall workload increase for APS investigators of 13% since staffing was reduced. All efficiencies have been explored and staff are working at the highest level possible without placing the County and clients at risk.

[2]Effective Fiscal Year 2011-12, this measure has been revised to "maintain" the number of older adults linked with the Retired Senior Volunteer Program (RSVP) and Intergenerational volunteer opportunities.

[3]Effective Fiscal Year 2012-13, the target for monthly number of MSSP case management slots has been revised to reflect the State contract obligation of 95%.

[4]Effective Fiscal Year 2012-13,the target has been revised to better accurately reflect staffing capacity and efforts. The State mandated target for IHSS reassessments recertified timely is 90%.

[5]Effective Fiscal Year 2012-13, the IHSS program launched a new computer system as a pilot county, Case Management Information and Payroll System (CMIPS) II to track this measure. The reporting feature for the new system has been extremely problematic and the data produced has not been accurate. Staff are working with CMIPS II State personnel on a way to more accurately capture this information for Fiscal Year 2013-14 and beyond. Additionally, the introduction of this new system has resulted in a work slowdown for staff, resulting in the need for additional time to complete all required paperwork.

[6]Effective Fiscal Year 2013-14, this is a new measure to reflect strategic priorities.

[7]Effective Fiscal Year 2013-14, this was measure was expanded to include Public Convservator thus increasing the total number of referrals being investigated.

[8]Effective Fiscal Year 2013-14, the target goal for this measure was increased from 85% to 95% to align with staffs' high performance rate; the target goal of 85% was established as a baseline for the first year the measure was introduced. To minimize risk to our clients and to provide quality customer service, careful monitoring and regular feedback to staff to emphasize the importance of these activities resulted in a significant increase in timely visits.

[9]Effective Fiscal Year 2013-14, the target goal for this measure was increased from 80% to 95% to align with staffs' high performance rate; the target goal of 80% was established as a baseline for the first year the measure was introduced. To minimize risk to our clients and to safeguard estate assets, careful monitoring and regular feedback to staff to emphasize the importance of these activities resulted in a significant increase in the initiation of PA Investigations.

[10]Prior to Fiscal Year 2013-14, these measures were reported in the Public Administrator / Public Guardian section of the Operational Plan.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 87.50 staff years.

- Increase of 20.00 staff years for the Community Based Care Transitions Program (CCTP).
- Increase of 55.00 staff years due to the transfer of Public Administrator/ Guardian/Conservator to AIS.
- Increase of 9.00 staff years due to a transfer from Strategic Planning and Operational Support (SPOS).
- Increase of 1.00 staff year for the Dementia Support program.
- Increase of 2.50 staff years due to operational needs.

The following breakdown shows the same net change in staffing presented by program.

- Increase of 10.00 staff years in In-Home Supportive Services due to the transfer in of 9.00 staff from SPOS, Fraud and Integrity unit to support IHSS anti-fraud activities and addition of 2.00 staff years for the CCTP, offset by 1.00 staff year transferred to Adult Protective Services.
- Increase of 16.00 staff years in Senior Health and Social Services due to addition of 18.00 staff years for CCTP, offset by 2.00 staff years transferred out to Adult Protective Services.
- Increase of 5.50 staff years in Adult Protective Services including the addition of 2.50 staff years due to operational need and the transfer in of 2.00 staff year from the Senior Health and Social Services and transfer in of 1.00 staff year from IHSS due to operational needs.
- Increase of 56.00 staff years in Public Administrator/ Guardian/Conservator due to the move of PA/PG Division, 33.00 staff years, and Conservator Unit, 22.00 staff years, and the addition of 1.00 staff year for the Dementia Support program.

Expenditures

Net increase of $16.7 million

- Salaries and Benefits — increase of $8.6 million primarily due to the addition of 87.50 staff years and an increase in County retirement contributions.
- Services and Supplies — increase of $7.8 million.
  - Increase of $5.9 million in contracted services for the CCTP.
  - Increase of $1.9 million in various services and supplies primarily related to the transfer of appropriations from PA/PG and Conservator Unit to Public Administrator/Guardian/Conservator.
- Other Charges — increase of $0.3 million due to transfer of appropriations for indigent burial costs from PA/PG to Public Administrator/Guardian/Conservator.

Revenues

Net increase of $16.7 million

- Licenses, Permit and Franchises — increase of $0.05 million related to the transfer of the Conservator unit to Public Administrator/Guardian/Conservator.
- Revenues From Use of Money and Property — increase of $0.04 million related to the transfer of the Conservator unit to Public Administrator/Guardian/ Conservator.
- Intergovernmental Revenues — increase of $11.9 million.
  - Increase of $7.7 million in CCTP revenue.
  - Increase of $2.5 million in Realignment related to the transfer of $2.3 million from Conservator unit to Public Administrator /Guardian/Conservator, and $0.2 million for the Dementia Support program.
  - Increase of $1.1 million in IHSS administrative revenue.
  - Increase of $0.6 million in various other revenues to align with allocations.
- Charges for Current Services — increase of $0.9 million in estate fees related to the transfer of PA/PG to Public Administrator/Guardian/Conservator.
- Miscellaneous Revenue — increase of $0.06 million primarily related to the transfer of the Conservator unit to Public Administrator/Guardian/Conservator.
- Use of Fund Balance — decrease of $0.03 million. A total of $0.06 million budgeted to fund the Grandparents Raising Grandchildren symposium.
- General Purpose Revenue Allocation — increase of $3.8 million related to the transfer of PA/PG to Public Administrator/Guardian/Conservator.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.7 million is the result of an increase of $0.8 million in Salaries and Benefits due to an increase in County retirement contributions, offset by a decrease of $0.1 million in Services and Supplies due to the completion of one-time contracted services.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
In-Home Supportive Services	151.00	150.00	160.00	6.7	160.00
Veterans Services	8.00	8.00	8.00	0.0	8.00
Senior Health and Social Services	42.00	44.00	60.00	36.4	60.00
Protective Services	69.00	66.50	72.00	8.3	72.00
Administrative and Other Services	22.50	23.00	23.00	0.0	23.00
Public Administrator/ Guardian/Conservator	—	—	56.00	—	56.00
Total	292.50	291.50	379.00	30.0	379.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
In-Home Supportive Services	$ 281,600,550	$ 284,713,146	$ 285,912,754	0.4	$ 286,249,462
Veterans Services	948,368	947,256	982,923	3.8	1,000,316
Senior Health and Social Services	13,952,326	14,405,024	21,890,107	52.0	21,952,440
Protective Services	8,785,070	8,353,562	8,884,081	6.4	9,047,301
Administrative and Other Services	4,471,087	4,095,982	4,292,035	4.8	4,345,252
Public Administrator/ Guardian/Conservator	—	—	7,284,154	—	7,386,913
Total	$ 309,757,401	$ 312,514,970	$ 329,246,054	5.4	$ 329,981,684

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 26,326,593	$ 26,355,581	$ 34,977,670	32.7	$ 35,773,300
Services & Supplies	269,626,628	272,957,956	280,816,951	2.9	280,756,951
Other Charges	5,000	5,000	255,000	5,000.0	255,000
Operating Transfers Out	13,799,180	13,196,433	13,196,433	0.0	13,196,433
Total	$ 309,757,401	$ 312,514,970	$ 329,246,054	5.4	$ 329,981,684

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ —	$ —	$ 46,000	—	$ 46,000
Fines, Forfeitures & Penalties	185,660	185,660	185,660	0.0	185,660
Revenue From Use of Money & Property	—	—	40,000	—	40,000
Intergovernmental Revenues	300,478,458	303,535,138	315,427,706	3.9	315,764,414
Charges For Current Services	—	—	893,838	—	893,838
Miscellaneous Revenues	112,199	111,333	172,043	54.5	172,043
Other Financing Sources	100,000	100,000	100,000	0.0	100,000
Fund Balance Component Decreases	—	—	—	—	458,922
Use of Fund Balance	288,560	86,498	60,000	(30.6)	—
General Purpose Revenue Allocation	8,592,524	8,496,341	12,320,807	45.0	12,320,807
Total	$ 309,757,401	$ 312,514,970	$ 329,246,054	5.4	$ 329,981,684

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Behavioral Health Services

Department Description

Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs, promoting recovery and well-being through prevention, treatment and interventions. Services are integrated for clients with co-occurring mental illness and alcohol and drug issues. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF), which operates under the licensure of the SDCPH.

Effective Fiscal Year 2013-14, the Conservator unit will be integrated with Public Administrator/Public Guardian which in turn will become part of Aging and Independence Services.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Built a better service delivery system for children and adults with behavioral and physical health needs.
  - Provided timely intervention to children who have complex behavioral/emotional needs through the KidSTART program by serving 300 children ages 0-5 years, exceeding the target of 100 children served.
  - Improved quality and efficient care by integrating physical and behavioral health services with two modified service delivery system pilot programs, ICARE and SmartCare. The ICARE program provided comprehensive counseling and mental health services for children and adults. The SmartCare program added psychiatric consultation services to support primary care providers in serving children and adults with mental health challenges.
- Supported positive choices among participants in alcohol and drug treatment programs.

  - Supported educational growth and overall well-being of adolescents who completed alcohol and drug treatment by ensuring 94% (869 of 925) either completed high school (or the equivalent) or were enrolled in an educational setting, above the target of 90%.
  - Supported healthy and safe living by ensuring 41% (5,330 of 13,000) of participants completed alcohol and drug treatment, above the target of 35%.
- Pursued policy and environmental changes by increasing use and efficiency at outpatient mental health clinics by reducing the number of adults who canceled or failed to show by 5% (from 20,152 to 19,145), below the target of a 10% reduction.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence in customer service through timely and improved access to services.
  - Ensured access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of three days, better than the target of five days average wait time.
  - Ensured access to care and treatment in nonresidential alcohol and drug treatment programs for adolescents by admitting 95% (1,368 of 1,440) within 14 days, exceeding the target of 85%.
  - Improved access to outpatient mental health services to older adults by serving an additional 3% (from 5,662 to 5,832), below the target of a 5% increase.
  - Implemented the County's In Home Outreach Team (IHOT). This voluntary pilot program assists patients with severe mental illness who have been resistant to

treatment with taking their required medications, participating in treatment and linking to appropriate community services.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Advanced operational excellence by demonstrating accountability and commitment to outstanding patient care.
  - Maintained full accreditation with the Joint Commission Standards Compliance for SDCPH.
  - Maintained a State rating of substantial compliance for Edgemoor DPSNF.
  - The national benchmark of 1.78 occurrences or less per 1,000 patient days for the use of mechanical or manual restraints at SDCPH was not met, with 6.67 occurrences per 1,000 patient days, due to increased acuity of new patients entering SDCPH.

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Build a better service delivery system for children and adults with behavioral and physical health needs by providing timely intervention to children who have complex behavioral/emotional needs through the KidSTART program by serving 250 children ages 0-5 years
- Build a better service delivery system through the integration of physical and behavioral health services with two modified service delivery system programs.
  - ICARE program.
    - Maintain baseline of 3% (6 of 200) of participants reporting inpatient hospitalization for physical health reasons.
    - Maintain baseline of 20% (40 of 200) of participants reporting an emergency room visit.
    - Maintain current levels of program satisfaction among participants.
  - SmartCare program.
    - Continue enhancement of psychiatric consultation services.
    - Increase the use of the wellness blog in the online newspaper *Ramona Patch* that serves the rural community.
    - Maintain 90% (270 of 300) client satisfaction with the integrated care model.
- Support positive choices among participants in alcohol and drug treatment programs.
  - Support educational growth and overall well-being of adolescents who complete alcohol and drug treatment by ensuring 90% (833 of 925) either complete high school (or the equivalent) or are enrolled in an educational setting.
  - Support healthy and safe living by ensuring that 35% (4,550 of 13,000) of participants complete alcohol and drug treatment.

Required Discipline for Excellence – Customer Satisfaction

- Advance operational excellence in customer service through timely and improved access to services.
  - Ensure access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of five days or less.
  - Ensure access to care and treatment in nonresidential alcohol and drug treatment programs for adolescents by admitting 85% (1,224 of 1,440) within 14 days
  - Improve access for older adults by serving an additional 5% (from 5,832 to 6,123), including through senior-focused prevention, early intervention, and treatment services.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Advance operational excellence by demonstrating accountability and commitment to outstanding patient care.
  - Maintain full accreditation with the Joint Commission Standards Compliance for SDCPH.
  - Maintain a State rating of substantial compliance for Edgemoor DPSNF.
  - Maintain a readmission rate at SDCPH that is lower than the readmission rate for fee-for-service hospitals of 26.56% for Fiscal Year 2012-13.

Related Links

For information about mental illness, how to recognize symptoms, use local resources and access assistance, go to www.up2sd.org.

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

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Children 0-5 years served in KidSTART[1] program	384	100[2]	300[2]	250	250
Adolescents discharged from alcohol and drug treatment who complete high school (or the equivalent), or are enrolled in an educational setting	97% of 790	90% of 925	94% of 925	90% of 925	90% of 925
Participants in alcohol and drug treatment who complete treatment	43% of 11,891	35% of 13,000	41% of 13,000	35% of 13,000	35% of 13,000
Decrease in the number of adult clients who cancel or fail to show for outpatient mental health appointment[3]	0% (the rate remained constant)	10% (from 20,152 to 18,137)	5% (from 20,152 to 19,145)	N/A	N/A
Wait time for children's mental health outpatient treatment	5 days	5 days	3.1 days	5 days	5 days
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	92% of 1,296	85% of 1,440	95% of 1,440	85% of 1,440	85% of 1,440
Increase in number of older adults receiving mental health services, including senior-focused prevention, early intervention, and treatment services[4]	9% (from 5,398 to 5,899)	5% (from 5,899 to 6,193)	3% (from 5,662 to 5,832	5% (from 5,832 to 6,123)	5% (from 6,123 to 6,429)
Compliance rating of Edgemoor DPSNF[5]	D	D	D	D	D

Table Notes

[1]KidSTART is a multidisciplinary program with Child Welfare Services and funded by the First 5 Commission. The program provides screening, triage, assessment, referral and treatment.

[2]The target of 100 was exceeded in Fiscal Year 2012-13 due to conservative projections on how many children would be assessed and provided mental health treatment.

[3]Effective Fiscal Year 2013-14 this measure will be discontinued due to continuing challenges in identifying a reliable and accurate method of measuring "no shows" or cancellations throughout the various contractor sites.

[4]The baseline number of older adults receiving services for the Fiscal Year 2012-13 estimated actual was changed to reflect a more accurate number, and therefore does not match the Fiscal Year 2012-13 adopted number.

[5]The rating of "D" is the highest possible rating. The rating comes from an annual survey, in adherence to Title 22 statute, and looks at over 2,000 requirements. It indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program, which means there are no widespread deficiencies and minimal physical, mental and/or psychological discomfort to the residents. There are facilities (out of 91) with a zero deficiency in San Diego County.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net decrease of 38.50 staff years.

- Decrease of 22.00 staff years due to a transfer from the Conservator unit to Aging and Independence Services (AIS).
- Decrease of 11.00 staff years due to a transfer to Regional Operations.
- Decrease of 5.00 staff years due to a transfer to Administrative Support.
- Decrease of 5.00 staff years due to a transfer to Child Welfare Services (CWS) to support Assembly Bill (AB) 12, *California Fostering Connections to Success Act.*
- Increase 1.00 staff year due to a transfer from Strategic Planning and Operational Support (SPOS).
- Increase of 1.00 staff year to support Healthy Families.
- Increase of 2.50 staff years for programmatic needs.

The following breakdown shows the same net change in staffing presented by program:

- Decrease of 6.00 staff years in Alcohol and Drug Services (ADS) due to transfer of staff to Behavioral Health Services Administration.
- Decrease of 62.00 staff years in Mental Health Services (MHS) due to the transfer out of 22.00 staff years from the Conservator unit to AIS, transfer out of 17.00 staff years to Inpatient Health Services, transfer out of 9.00 staff years to Behavioral Health Services Administration, transfer out of 3.00 staff years to Eligibility Operations Administration, transfer out of 2.00 staff years to North Central Region, transfer out of 1.00 staff years to Regional Self Sufficiency, transfer out of 4.50 staff years to CWS, transfer out of 1.00 staff year to HHSA Human Resources, transfer out of 1.00 staff year to Proposition 10, transfer out of 2.00 staff years to Office of Strategy and Innovation (OSI) offset by the addition of 0.50 staff year for programmatic needs.
- Increase of 16.50 staff years in Inpatient Health Services, which decreases the use of temporary agency staff, accommodates the increased acuity of patients, ensures continuity of care and manages associated risks by having direct supervision of staff (as opposed to temporary agency supervision), due to the transfer in of 17.00 staff years from Mental Health Services and the addition of 2.00 staff years for programmatic needs offset by the transfer out of 2.00 staff years to North Central Region and transfer out of 0.50 staff year to CWS.
- Increase of 13.00 staff years in Behavioral Health Services Administration, resulting from reorganization and to increase operational efficiency, due to the transfer in of 9.00 staff years from MHS, the transfer in of 6.00 staff years from ADS, the transfer in of 1.00 staff year from SPOS and the addition of 1.00 staff year to support Healthy Families, offset by the transfer out of 2.00 staff years to Eligibility Operations Administration, the transfer out of 1.00 staff year to Central Region and the transfer out of 1.00 staff year to OSI.

Expenditures

Net decrease of $7.5 million

- Salaries and Benefits — net decrease of $4.1 million due to the reduction of 38.50 staff years and an increase in County retirement contributions.
- Services and Supplies — net decrease of $4.6 million.
  - Decrease of $6.5 million in Mental Health Services contracted services due to a reduction of $6.2 million related to the transfer of the Wraparound program to CWS and a $3.0 million reduction to align with allocations, offset by an increase of $1.7 million for the North County Short Term Acute Residential Treatment (START) program and an increase of $1.0 million for Long Term Care (LTC).
  - Decrease of $0.7 million in various services and supplies including information technology costs and rent and lease decreases.
  - Decrease of $0.4 million due to the transfer of the Conservator unit to AIS.
  - Increase of $3.0 million in Alcohol and Drug Services contracts for Substance Abuse and Prevention Treatment programs.
- Other Charges — increase of $1.2 million due to an increase of State hospital rates set by the State of California.

Revenues

Decrease of $7.5 million

- Intergovernmental Revenues — decrease of $7.2 million.
  - Decrease of $3.2 million in Short Doyle Medi-Cal revenue due to the transfer of $1.8 million in wraparound revenue related to the transfer of the Wraparound program to CWS and a reduction of $1.4 million to align with program trends.

- Decrease of $2.6 million in Mental Health Services Act revenue related to the transfer of the Wraparound program to CWS.
- Decrease of $1.9 million in Mental Health Realignment due to a $2.3 million reduction related to the transfer of the Conservator unit to AIS offset by an increase of $0.4 million to align with program trends.
- Decrease of $1.8 million in CWS wraparound revenue related to the transfer of the Wraparound program to CWS.
- Decrease of $1.4 million in Drug Medi-Cal revenues related to a redesign of the Narcotics Treatment Program revenue structure.
- Increase of $3.0 million in Substance Abuse and Prevention Treatment revenue due to increased contracts.
- Increase of $0.7 million in CalWORKs Substance Abuse revenue to align with the State allocation.

- Charges for Current Services — increase of $1.3 million for Inpatient Health Services.
- Miscellaneous Revenues — decrease of $1.7 million due to discontinuance of contracts with the school districts.
- Use of Fund Balance — increase of $0.1 million. A total of $0.3 million is budgeted to fund one-time the KRONOS Workforce Scheduler project.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Increase of $0.7 million is the result of an increase of $1.2 million in Salaries and Benefits due to an increase in County retirement contributions, offset by a decrease of $0.5 million in Services and Supplies.

Staffing by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Alcohol and Other Drug Services	25.00	25.00	19.00	(24.0)	19.00
Mental Health Services	296.50	284.25	222.25	(21.8)	222.25
Inpatient Health Services	462.25	459.25	475.75	3.6	475.75
Behavioral Health Svcs Administration	53.75	61.00	74.00	21.3	74.00
Total	837.50	829.50	791.00	(4.6)	791.00

Budget by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Alcohol and Other Drug Services	$ 54,346,304	$ 59,483,556	$ 62,356,996	4.8	$ 62,397,839
Mental Health Services	302,969,599	299,301,560	285,117,462	(4.7)	285,660,496
Inpatient Health Services	62,167,691	63,488,189	65,617,750	3.4	65,616,085
Behavioral Health Svcs Administration	8,251,112	8,799,185	10,466,256	18.9	10,633,393
Total	$ 427,734,706	$ 431,072,490	$ 423,558,464	(1.7)	$ 424,307,813

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 84,607,218	$ 85,452,776	$ 81,399,796	(4.7)	$ 82,642,441
Services & Supplies	340,190,406	351,462,632	346,857,092	(1.3)	346,363,796
Other Charges	2,980,506	3,030,506	4,175,000	37.8	4,175,000
Capital Assets Equipment	—	170,000	170,000	0.0	170,000
Expenditure Transfer & Reimbursements	(43,424)	(9,043,424)	(9,043,424)	0.0	(9,043,424)
Total	$ 427,734,706	$ 431,072,490	$ 423,558,464	(1.7)	$ 424,307,813

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 374,365,812	$ 383,194,071	$ 375,988,641	(1.9)	$ 376,867,593
Charges For Current Services	33,670,855	34,624,144	35,880,681	3.6	35,878,726
Miscellaneous Revenues	5,240,614	2,554,573	891,000	(65.1)	891,000
Other Financing Sources	6,000,000	3,000,000	3,000,000	0.0	3,000,000
Fund Balance Component Decreases	—	—	—	—	172,352
Use of Fund Balance	959,283	201,560	300,000	48.8	—
General Purpose Revenue Allocation	7,498,142	7,498,142	7,498,142	0.0	7,498,142
Total	$ 427,734,706	$ 431,072,490	$ 423,558,464	(1.7)	$ 424,307,813

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Child Welfare Services

Department Description

Child Welfare Services (CWS) delivers culturally competent, family-centered and child-focused protective services. CWS investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. In addition to these services, CWS administers the Polinsky Children's Center (PCC), a 24-hour temporary emergency shelter for children, and San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Built a better service delivery system for vulnerable children and youth by promoting stability, strengthening families, and supporting activities for a successful transition to adulthood.
  - Placed 71% (142 of 200) of children entering Polinsky Children's Center with a family, relative or other foster care setting in less than 24 hours, above the target of 65%.
  - Strengthened families by ensuring 22% (95 of 425) of children were adopted within 24 months of entering child welfare services, below the target of 30% due to parents and attorneys exercising their rights to continuances and trials which extended timelines for finalization.
  - Placed 68% (170 of 250) of youth in an intensive, wraparound program that provides a family-like setting, above target of 65%. Wraparound is an alternative approach to group home care that values the engagement of the child and his/her family, with the goal of providing intensive, individualized services and support to families allowing the child to be placed in a stable, permanent family environment.
  - Supported educational achievement of foster youth in the 12th grade, including children in San Pasqual Academy and other residential settings, by ensuring 80% (152 of 190) earned a high school diploma or equivalent, below the target of 85% due to the complex needs of youth remaining in foster care
  - Established the Extended Foster Care program to promote the successful transition of former foster youth, ages 18 through 21 years who otherwise would have aged out of the system at age 18, to adulthood. In the first year, 302 youth received transitional services. All youth turning 18 are automatically enrolled in the program and have the right to opt out if desired. As part of this new program, two specialized units with 16 protective service workers were established.

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Build a better service delivery system to protect vulnerable children and youth by improving child welfare practices.
  - Improve community engagement and service integration by identifying new opportunities for co-location of Child Welfare Services staff with staff from community-based organizations and other public agencies in order to make it easier for children and parents to access services in their neighborhoods and in familiar environments.
  - Improve child well-being outcomes, such as timely reunification and stable out-of-home placements, through the implementation of a practice framework

that includes continuous quality improvement, trauma-informed practice, and improved staff development and training.

Strategic Initiative – Healthy Families

- Build a better service delivery system for vulnerable children and youth by strengthening families and supporting transitions to adulthood.
  - Place 70% (175 of 250) of youth enrolled in intensive home-based services (i.e. Wraparound) in a home-like setting to improve their connections to home and community and to reduce the use of costly group home placements.
  - Promote housing stability by maintaining safe and secure placements for at least 96% (259 of 270) of the young adults that are in Extended Foster Care in order to promote self-sufficiency and prevent homelessness.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Build a trauma informed Child Welfare system by developing and implementing an action plan to address the negative impact of trauma on children's development, which can include behavioral and physical problems in adulthood.

Related Links

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

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

Performance Measures[1]	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Polinsky Children's Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours	64% of 152	65% of 300	71% of 200	N/A[2]	N/A
Children who were adopted from the child welfare system were adopted within 24 months	24% of 447	30% of 644	22% of 425	N/A[3]	N/A
Youth in intensive, wraparound program in a family-like setting	73% of 223	65% of 139	68% of 250	70% of 250	70% of 250
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)[4]	79% of 199	85% of 190	80% of 190	N/A	N/A
Stable housing for youth in Extended Foster Care[5]	N/A	N/A	N/A	96% of 270	96% of 270

Table Notes

[1]For more Child Welfare Services performance measures, see the HHSA Regional Operations section.

[2]Effective Fiscal Year 2013-14 this measure will be discontinued. While the practice of placing children with relatives as soon as possible continues, the efforts of regional staff have greatly reduced the number of children placed at the Polinsky Children's Center.

[3]Effective Fiscal Year 2013-14 this measure will no longer be reported in the Operational Plan, but will be monitored internally. While the County has not met its stretch target of 30% in Fiscal Year 2012-13, it has exceeded the Fiscal Year 2009-10 system improvement goal of 20% to the State since its submission.

[4]Effective Fiscal Year 2013-14 this measure will no longer be reported in the Operational Plan, but will be monitored internally. Foster care graduation rates in the State and nation range from 50% to 80%.

[5]This is a new measure effective Fiscal Year 2013-14 to replace the measure for "foster care graduation."

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 34.50 staff years.

- Increase of 10.25 staff years related to the passage of Assembly Bill (AB) 12, *California Fostering Connections to Sucess Act.*
- Increase of 14.00 staff years due to a transfer from Regional Operations.
- Increase of 5.00 staff years due to a transfer from Behavioral Health Services (BHS).
- Increase of 3.25 staff years due to a transfer from Public Health Services (PHS).
- Increase of 1.00 staff year due to a transfer from Strategic Planning and Operational Support (SPOS).
- Increase of 1.00 staff year due to a transfer from Administrative Support.

The following breakdown shows the same net change in staffing presented by program.

- Increase of 34.50 staff years in Child Welfare Services.
  - Increase 15.50 staff years related to the passage of AB 12, the addition of 6.25 staff years, the transfer in of 4.00 staff years from BHS, the transfer in of 3.25 staff years from PHS and the transfer in of 2.00 staff years from Regional Child Welfare Services (RCWS).
  - Increase of 19.00 staff years due to the transfer in of 14.00 staff years from RCWS, the transfer in of 1.00 staff year from Regional Self Sufficiency Eligibility (RSSE), the transfer in of 1.00 staff year from BHS, the transfer in of 1.00 staff year from HHSA Human Resources, the transfer in of 1.00 staff year from Foster Care, the transfer in of 1.00 staff year from Adoptions and the transfer in of 1.00 staff year from SPOS, offset by the transfer out of 1.00 staff year to North Central region due to programmatic needs.
- Increase of 1.00 staff year in Foster Care due to the addition of 4.00 staff years related to the passage of AB 12, offset by the transfer out of 1.00 staff year to Child Welfare Services, the transfer out of 1.00 staff year to RSSE and the transfer out of 1.00 staff year to RCWS.
- Decrease of 1.00 staff year in Adoptions due to the transfer out of 1.00 staff year to Child Welfare Services.

Expenditures

Net increase of $16.1 million.

- Salaries and Benefits — increase of $3.9 million due to the addition of 34.50 staff years and an increase in County retirement contributions.
- Services and Supplies — increase of $9.7 million.
  - Increase of $6.2 million due to the transfer of Wraparound contracts from Behavioral Health Services.
  - Increase of $1.3 million for the expansion of the Transitional Housing Program to serve emancipated youth.
  - Increase of $1.1 million in Child Abuse Foundation Commission contracts from Strategic Planning and Operational Support.
  - Increase of $0.2 million for the Kinship Support Services to serve the increasing number of relative caregivers for foster children.
  - Increase of $0.2 million for the Cultural Broker contract to enhance child safety and family stability outcomes for children.
  - Increase of $0.6 million in various services and supplies primarily related to the increase in staff years including rents and leases, internal service funds charges, and information technology costs.
- Other Charges — increase of $2.6 million.
  - Increase of $4.6 million in Aid for Adopted Children to align with caseload trends.
  - Decrease of $2.0 million in Foster Care to align with caseload trends.

Revenues

Net increase of $16.1 million.

- Intergovernmental Revenues — increase of $17.6 million.
  - Increase of $9.1 million in Realignment revenues.
  - Increase of $4.2 million in funding associated with the transfer of the Wraparound program from Behavioral Health Services (BHS).
  - Increase of $1.5 million in Behavioral Health Realignment associated with the transfer of the Wraparound program from BHS.
  - Increase of $2.1 million due to an anticipated increase in Aid for Adopted Children payments.
  - Increase of $1.2 million in Wraparound revenue due to an increase of $0.7 million associated with the expansion of the Transitional Housing Program and $0.5 million due to the transfer of the Wraparound program from BHS.

- Increase of $0.5 million in Realignment revenues associated with Domestic Violence contracts.
- Increase of $0.1 million in federal funding related to the transfer in of the Child Abuse Foundation Commission contracts.
- Decrease of $1.0 million due to a reduction in Foster Care.
- Decrease of $0.1 million due to a reduction in Family Integrated Treatment grant funding.

- Charges for Current Services — increase of $0.3 million.
  - Increase of $1.0 million in Child Abuse fees related to the transfer in of the Child Abuse Foundation Commission contracts.
  - Increase of $0.4 million in Developmental Screening and Enhancement Program (DSEP) contracts with the addition of Healthy Development Services, a First 5 funded service.
  - Decrease of $1.1 million due to the reduction of the KidSTART program which was transferred to First 5 San Diego.
- Miscellaneous Revenues — decrease of $1.7 million related to Transitional Housing Program revenue, which is now realized in Intergovernmental Revenues.
- Use of Fund Balance — decrease of $0.2 million. A total of $0.2 million is budgeted for the Cultural Broker contract to enhance the child safety and family stability outcomes for children.
- General Purpose Revenue Allocation — increase of $0.04 million to cover operating costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $1.2 million is the result of an increase of $1.4 million in Salaries and Benefits due to an increase in County retirement contributions, offset by $0.2 million

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Child Welfare Services	471.50	485.50	520.00	7.1	520.00
Foster Care	93.00	94.00	95.00	1.1	95.00
Adoptions	139.00	138.00	137.00	(0.7)	137.00
Total	703.50	717.50	752.00	4.8	752.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Child Welfare Services	$ 69,297,401	$ 72,092,486	$ 85,640,545	18.8	$ 86,375,063
Foster Care	174,714,167	161,814,273	164,281,674	1.5	164,419,182
Adoptions	14,614,842	14,592,166	14,676,311	0.6	14,977,995
Total	$ 258,626,410	$ 248,498,925	$ 264,598,530	6.5	$ 265,772,240

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 59,235,850	$ 60,988,821	$ 64,867,526	6.4	$ 66,241,236
Services & Supplies	31,514,166	32,878,758	42,533,133	29.4	42,333,133
Other Charges	167,876,394	154,631,346	157,197,871	1.7	157,197,871
Total	$ 258,626,410	$ 248,498,925	$ 264,598,530	6.5	$ 265,772,240

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 1,254,000	$ 654,000	$ 654,000	0.0	$ 654,000
Revenue From Use of Money & Property	681,211	681,211	681,211	0.0	681,211
Intergovernmental Revenues	237,698,399	230,913,784	248,558,214	7.6	248,558,214
Charges For Current Services	4,796,684	4,615,622	4,917,233	6.5	4,917,233
Miscellaneous Revenues	366,450	1,791,450	91,450	(94.9)	91,450
Fund Balance Component Decreases	4,000,000	—	—	—	1,373,710
Use of Fund Balance	290,464	387,995	200,000	(48.5)	—
General Purpose Revenue Allocation	9,539,202	9,454,863	9,496,422	0.4	9,496,422
Total	$ 258,626,410	$ 248,498,925	$ 264,598,530	6.5	$ 265,772,240

Public Health Services

Department Description

Public Health Services (PHS) promotes wellness, healthy behaviors and access to quality care; prevents injuries, disease, disabilities and epidemics; and protects against environmental hazards, disasters, and other public health threats. PHS seeks to identify and address root causes of priority health issues to achieve health equity among all San Diego County residents. Providing public health protection for residents and visitors is a multidisciplinary and collaborative effort, involving other County business groups, as well as the private health care provider network, schools, businesses, communities and individuals.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensured integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people at the right time, for the best possible outcome.

Strategic Initiative – Safe Communities

- Built a better service delivery system through implementation of programs to protect the health of the public.
  - Reduced the spread of disease by investigating 99% (100 of 101) of reported selected communicable disease cases within 24 hours, below the target of 100%.
  - Prevented transmission of tuberculosis (TB) by ensuring 95% (223 of 235) of cases were reported within one working day from start of treatment.
  - Increased access to healthcare by connecting 98% (1,176 of 1,200) of new case management clients with an HIV primary care provider within 90 days.
  - Ensured preparedness for response during a disaster or public health threat by activating the public health emergency response system a minimum of five times, including:
    - Mass Casualty Drill Miramar Air Show (October 2012).
    - Statewide Tabletop Exercise (October 2012).
    - Point of Dispensing Vaccination Drill – East and North Central Regions (November 2012).
    - Statewide Full Scale Exercise (November 2012).
    - Hospital Preparedness Program Exercise (May 2013).

Strategic Initiative – Healthy Families

- Built a better service delivery system for vulnerable children.
  - Ensured preventive health examinations were performed to identify and correct health issues for 85% (2,295 of 2,700) of children in out-of-home placement.
  - Expedited California Children Services (CCS) referrals and improved accuracy by receiving 55% (35,750 of 65,000) of referrals electronically.
- Promoted positive choices through the Community Transformation Grant by working with the San Diego Unified School District to increase the amounts of fruits and vegetables served and/or decrease sodium content in school meals.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Advanced operational excellence by conducting six quality improvement projects, including:
  - California Children Services (CCS) Transition Planning Services
  - Death Certificate Process Improvement
  - QuantiFERON® Testing for TB Contacts
  - Public Health Nursing Skills Day
  - Public Health Data Availability Process Redesign
  - Enhancing Stroke Care through the Implementation of a Countywide Stroke System

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people at the right time, for the best possible outcome.

Strategic Initiative – Safe Communities

- Build a better service delivery system through implementation of programs to protect the health of the public.
  - Reduce the spread of disease by investigating 99% (130) of reported selected communicable disease cases within 24 hours.
  - Prevent transmission of tuberculosis (TB) by ensuring 96% (260) of cases are reported within one working day from start of treatment.
  - Increase access to healthcare by connecting 98% (980 of 1,000) of new case management clients with an HIV primary care provider within 90 days.
  - Ensure preparedness for response during a disaster or public health threat by activating the public health emergency response system a minimum of five times.
  - Support Health and Human Services Agency (HHSA) regions in the implementation and monitoring of *Live Well, San Diego!* Community Health Improvement Plans.

Strategic Initiative – Healthy Families

- Build a better service delivery system for vulnerable children.
  - Ensure preventive health examinations are performed to identify and correct health issues for 86% (2,580 of 3,000) of children in out-of-home placement.
  - Expedite California Children Services (CCS) referrals and improve accuracy by receiving 60% (39,000 of 65,000) of referrals electronically.
- Promote positive nutrition choices throughout the county.
  - Work with the San Diego Unified School District to change procurement practices that will lead to improved school meals that incorporate more fresh fruits and vegetables and decrease sodium content as part of the Community Transformation Grant activities.
- Implement the first year of the Supplemental Nutrition Assistance Program Education (SNAP-Ed) activities, to provide nutrition education and obesity prevention services to low-income families who are potentially eligible for the federally funded CalFresh food assistance program.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Advance operational excellence through continuous improvement.
  - Conduct a minimum of six quality improvement projects.
- Apply to the Public Health Accreditation Board for national public health accreditation.

Related Links

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to www.sdhealth-statistics.com.

For additional information about the programs offered by the Health and Human Services Agency, refer to the website www.sdcounty.ca.gov/hhsa.

Performance Measures[1]	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Selected communicable diseases cases contacted/investigations initiated within 24 hours[2]	99% of 102	100% of 80	99% of 100	99%[3] of 130	99%[3] of 130
TB cases reported to PHS within one working day from start of treatment[2]	97% of 259	95% of 260	95% of 235	96% of 260	96% of 260
New clients enrolled with an HIV primary care provider within 90 days[2]	96% of 1,333	98% of 1,000	98% of 1,200	98% of 1,000	98% of 1,000
Activation of public health emergency response system for drills, exercises and actual responses	6	5	5	5	5
Children in out-of-home placements who receive preventive health examinations in accordance with CHDP[4] guidelines	87% of 2,932	85% of 3,000	85% of 2,700	86% of 3,000	86% of 3,000
Number of eQuest referrals to CCS	47% of 65,379	55%[5] of 65,000	55% of 65,000	60% of 65,000	65% of 65,000

Table Notes

[1]For more Public Health Services performance measures, see the HHSA Regional Operations section.

[2]The number of cases listed in the Fiscal Year 2012-13 Adopted columns for these measures are estimates based on the average number of cases. These numbers may vary from year to year since the targets are based on incidents that have not yet happened, and cannot be predicted.

[3]In Fiscal Year 2013-14, this measure will be slightly modified to include San Diego County resident cases that are more challenging to investigate. The target number of cases in Fiscal Years 2013-14 and 2014-15 have been adjusted accordingly.

[4]The Child Health and Disability Prevention program (CHDP) is a preventive program that delivers periodic health assessments and services to low income children and youth in California.

[5]Effective Fiscal Year 2012-13, this target has been lowered to reflect the challenges of bringing on smaller-sized community partners who face technology hurdles.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 0.75 staff years.

- Increase of 3.00 staff years for SNAP-Ed project.
- Increase of 1.00 staff year in the Sexually Transmitted Disease Control unit
- Increase of 1.00 staff year due to a transfer from Strategic Planning and Operational Support (SPOS).
- Decrease of 3.25 staff years due to a transfer to Child Welfare Services (CWS) to support Assembly Bill (AB) 12, *California Fostering Connections to Success Act*.
- Decrease of 1.00 staff year due to a transfer to Health Care Policy Administration (HCPA).

The following breakdown shows the same net change in staffing presented by program.

- Increase of 1.00 staff year in Administration and Other Services due to the transfer in of 2.00 staff years from Infectious Disease Control, offset by the transfer out of 1.00 staff year to Prevention Services.
- Increase of 1.00 staff year in Emergency Medical Services due to the transfer in of 1.00 staff year from SPOS.
- Decrease of 1.00 staff year in Infectious Disease Control due to the transfer out of 2.00 staff years to Administration and Other Services and offset by the transfer in of 1.00 staff year from Prevention Services.
- Increase of 4.00 staff years in Prevention Services due to the addition of 3.00 staff years for the SNAP-Ed project, the addition of 1.00 staff year in the Sexually Transmitted Disease Control unit to maintain services as mandated by law and the transfer in of 1.00 staff year from Administration and Other Services, offset by the transfer out of 1.00 staff year to Infectious Disease.
- Decrease of 4.25 staff years in California Childrens Services (CSS) due to the transfer out of 3.25 staff years to CWS to support AB 12 and the transfer out of 1.00 staff year to HCPA.

Expenditures

Net increase of $4.3 million.

- Salaries and Benefits — increase of $1.2 million primarily due to an increase in County retirement contributions.
- Services and Supplies — net increase of $3.0 million.
  - Increase of $2.3 million for SNAP-Ed contracted services.
  - Increase of $0.5 million for the San Diego Beacon Community Project.
  - Increase of $0.4 million in one-time information technology (IT) costs for the Lab Information Management System (LIMS) and Prehospital Information System Assessment.
  - Increase of $0.3 million in annual user license costs for the Web Referral & Census Track system.
  - Increase of $0.3 million in various other services and supplies.
  - Decrease of $0.7 million in contracts and laboratory services related to the Expanded HIV Testing in Healthcare Settings program.

Revenues

Net increase of $4.3 million.

- Intergovernmental Revenues — increase of $3.7 million.
  - Increase of $2.6 million for SNAP-Ed services.
  - Increase of $1.5 million in Realignment.
  - Increase of $0.3 million in federal Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) Medicaid funding.
  - Increase of $0.4 million in various other revenues to align with allocations.
  - Decrease of 0.7 million in Federal HIV Prevention and Care funding primarily associated with the end of the HIV Testing in Healthcare Settings program.
  - Decrease of $0.4 million in federal American Recovery and Reinvestment Act of 2009 Communities Putting Prevention to Work funding.
- Charges for Current Services — increase of $0.3 million related to increased State fees for certified copies, the First 5 Rapid Digit Dialing grant and increased revenue for non-resident transport fees for County Service Area 17.
- Miscellaneous Revenues — decrease of $0.1 million.
- Use of Fund Balance — increase of $0.4 million to fund one-time technology projects. A total of $0.5 million is budgeted to fund one-time projects related to IT upgrades.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.1 million is the result of an increase of $1.1 million in Salaries and Benefits due to an increase in County retirement contributions, offset by a decrease of $1.0 million in Services and Supplies.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration and Other Services	26.00	27.00	28.00	3.7	28.00
Bioterrorism / EMS	50.00	48.00	49.00	2.1	49.00
Infectious Disease Control	108.25	108.25	107.25	(0.9)	107.25
Surveillance	83.00	84.00	84.00	0.0	84.00
Prevention Services	72.50	75.50	79.50	5.3	79.50
California Childrens Services	141.00	141.00	136.75	(3.0)	136.75
Total	480.75	483.75	484.50	0.2	484.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration and Other Services	$ 5,025,879	$ 5,476,625	$ 5,804,954	6.0	$ 5,894,209
Bioterrorism / EMS	12,363,187	11,822,371	11,984,045	1.4	12,021,639
Infectious Disease Control	26,558,430	28,943,895	28,600,453	(1.2)	28,387,634
Surveillance	11,098,908	11,415,770	12,133,563	6.3	11,875,142
Prevention Services	19,665,831	13,837,019	17,109,593	23.7	17,274,109
California Childrens Services	19,954,422	19,896,224	19,683,178	(1.1)	19,984,304
Ambulance CSA's - Health & Human Services	8,713,933	10,049,365	10,389,365	3.4	10,389,365
Total	$ 103,380,590	$ 101,441,269	$ 105,705,151	4.2	$ 105,826,402

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 49,645,234	$ 50,335,517	$ 51,541,320	2.4	$ 52,675,950
Services & Supplies	49,169,586	46,570,982	49,615,061	6.5	48,601,682
Other Charges	4,585,000	4,585,000	4,599,000	0.3	4,599,000
Capital Assets Equipment	176,070	145,070	145,070	0.0	145,070
Expenditure Transfer & Reimbursements	(195,300)	(195,300)	(195,300)	0.0	(195,300)
Total	$ 103,380,590	$ 101,441,269	$ 105,705,151	4.2	$ 105,826,402

Budget by Categories of Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 1,626,585	$ 1,602,726	$ 1,602,726	0.0	$ 1,602,726
Taxes Other Than Current Secured	43,949	26,784	26,784	0.0	26,784
Licenses Permits & Franchises	157,039	179,039	207,613	16.0	207,613
Fines, Forfeitures & Penalties	2,263,805	2,263,805	2,263,805	0.0	2,263,805
Revenue From Use of Money & Property	104,000	79,000	79,000	0.0	79,000
Intergovernmental Revenues	85,897,311	84,000,021	87,638,356	4.3	87,112,338
Charges For Current Services	7,087,264	7,480,303	7,812,285	4.4	7,608,812
Miscellaneous Revenues	870,107	1,096,303	1,018,644	(7.1)	1,019,035
Other Financing Sources	500,000	500,000	500,000	0.0	500,000
Fund Balance Component Decreases	—	—	—	—	1,320,351
Use of Fund Balance	744,592	127,350	470,000	269.1	—
General Purpose Revenue Allocation	4,085,938	4,085,938	4,085,938	0.0	4,085,938
Total	$ 103,380,590	$ 101,441,269	$ 105,705,151	4.2	$ 105,826,402

Public Administrator / Public Guardian

Department Description

The Public Administrator/Public Guardian provides 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) administers estates of persons who die without a will or an appropriate person to act as an administrator, protects the decedent's property from waste, loss or theft and ensures the estate is administered according to the decedent's wishes. The Public Guardian (PG) serves as the legally appointed guardian or conservator for persons found by the courts to be unable to take care of themselves or their assets - generally older, frail and vulnerable adults who are at risk or have been a victim of abuse or neglect.

Effective Fiscal Year 2013-14, Public Administrator/Public Guardian, along with the Behavioral Health Conservator unit, will become part of Aging and Independence Services to reflect the reorganization of the Health and Human Service Agency (HHSA), to improve effectiveness and efficiency in service delivery.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensured integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Built a better service delivery system by safeguarding and protecting vulnerable adults from financial, physical and emotional abuse.
  - Ensured 100% (180) of conservatorship investigations began within two business days of referral being assigned to an investigator as mandated by the Omnibus Conservatorship and Guardianship Reform Act, meeting target.
  - Completed 99% (237 of 239) of face-to-face visits with conservatees living in San Diego County within 30 days of the date of their previous face-to-face visit, exceeding the target of 85%, due to the implementation of recommendations from an operational review to mitigate risk to clients.
  - Initiated 100% (491) of all bank inquiries within two business days to safeguard and protect the assets and resources of clients, above the target of 95%.
  - Submitted 100% (10) of Inventory and Appraisal reports of all estate cases in the PG Program within 90 days of receiving letters of conservatorship to the court, meeting target.
  - Ensured 95% (1,003 of 1,056) of PA investigations began within two business days of a referral assigned for investigation, exceeding the target of 85%, due to focused efforts by management and staff.
  - Submitted 100% (10) Inventory and Appraisal reports of all formal probate cases in the PA Program within 120 days of receiving letters of Administration to the Court. A formal probate case is an estate valued over $150,000 and is under court supervision.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Advanced operational excellence of a skilled workforce by maintaining 100% (19) of mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

Required Discipline for Excellence – Customer Satisfaction

- Advanced operational excellence through service coordination by completing co-location with the Mental Health Conservator Office to improve coordination of services with shared clients.

2013-15 Objectives

Effective Fiscal Year 2013-14, Public Administrator/Public Guardian and Behavioral Health Conservator unit will become part of Aging and Independence Services to reflect the reorganization of HHSA to improve effectiveness and efficiency in service delivery.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Conservatorship investigations begin within two business days of referral being assigned	99% of 226	100% of 180	100% of 180	See Table Note 3	See Table Note 3
Face to face visits with conservatees completed within 30 days of previous visit[1]	N/A	85% of 127	99% of 239	See Table Note 3	See Table Note 3
All bank inquiries begin within two business days	100% of 754	95% of 491	100% of 491	See Table Note 3	See Table Note 3
PG Estate cases submit I&A reports to Probate Court within 90 days of receipt of Letters of Conservatorship	100% of 10	100% of 10	100% of 10	See Table Note 3	See Table Note 3
PA investigations begin within two days of referral[1]	N/A	80% of 1,056	95%[2] of 1,056	See Table Note 3	See Table Note 3
PA formal probate cases submit I&A reports to Probate Court within 120 days of receiving Letters of Administration	100% of 21	100% of 20	100% of 10	See Table Note 3	See Table Note 3
Deputy PA/PGs certified by California State PA/PG Association	100% of 19	100% of 19	100% of 19	See Table Note 3	See Table Note 3

Table Notes

[1]Effective Fiscal Year 2012-13, this is a new measure to reflect strategic priorities.

[2]Exceeded target due to the implementation of recommendations from an operational review to mitigate risk to clients.

[3]Effective Fiscal Year 2013-14, these measures will be reported in the Aging and Independence Services section of the Operational Plan.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Effective Fiscal Year 2013-14, Public Administrator/Public Guardian will be transferred to Aging and Independence Services (AIS), Public Administrator/Guardian/Conservator to facilitate operational effectiveness and efficiency in order to improve service delivery to clients.

Staffing

Decrease of 34.00 staff years.

- Transfer of 33.00 staff years to AIS, 1.00 staff year transferred to County Counsel.

Expenditures

Decrease of $4.5 million.

Revenues

Decrease of $4.5 million.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Administrator/Guardian	34.00	34.00	—	(100.0)	—
Total	34.00	34.00	—	(100.0)	—

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Administrator/Guardian	$ 4,591,551	$ 4,457,052	—	(100.0)	—
Total	$ 4,591,551	$ 4,457,052	—	(100.0)	—

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 3,538,664	$ 3,404,165	—	(100.0)	—
Services & Supplies	802,887	802,887	—	(100.0)	—
Other Charges	250,000	250,000	—	(100.0)	—
Total	$ 4,591,551	$ 4,457,052	—	(100.0)	—

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 46,000	$ 46,000	—	(100.0)	—
Revenue From Use of Money & Property	100,000	40,000	—	(100.0)	—
Intergovernmental Revenues	35,500	—	—	—	—
Charges For Current Services	1,272,000	893,838	—	(100.0)	—
Miscellaneous Revenues	30,000	30,000	—	(100.0)	—
Use of Fund Balance	406,386	404,165	—	(100.0)	—
General Purpose Revenue Allocation	2,701,665	3,043,049	—	(100.0)	—
Total	$ 4,591,551	$ 4,457,052	—	(100.0)	—

Administrative Support

Department Description

The Health and Human Services Agency's (HHSA) support divisions provide financial, administrative, planning and policy direction to the Agency's regions and divisions. Support divisions include: Financial Services and Support, Human Resources, Management Information Support, Contract Support, and Executive Office.

Effective Fiscal Year 2013-2014, the Live Well, San Diego! support team, Knowledge Integration Project, and the Communication Action Partnership (CAP) program will be part of Administrative Support due to the reorganization of Strategic Planning and Operational Support. CAP is the federally designated Community Action Agency and administers the Community Services Block Grant for the San Diego region, including the HHSA funded Juvenile Diversion program.

Mission Statement

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

2012-13 Anticipated Accomplishments

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Healthy Families

- Built a better service delivery system.
  - Supported successful implementation of the *Live Well San Diego!* Building Better Health strategy including:
    - Reduced readmissions to hospitals for Medicare recipients through the Community Based Care Transitions Program.
    - Modified service delivery system to integrate physical health and mental health care.
    - Continued integration and expansion of services for children and youth who reside in residential group homes.
    - Promoted procurement changes that support positive nutrition in schools.
    - Implemented strategies to improve operations of programs that provide access to health care, nutrition and temporary financial assistance.

  - Increased records storage space by 9% (from 17,921 to 19,585 boxes), below target of 5% reduction due to retention requirements for records in the CalWORKs program.
- Promoted positive choices by educating the public about physical and mental health through campaigns such as Behavioral Health Services' It's Up to Us and Courage to Call. The former is a campaign to remove the stigma associated with mental health. The latter is a campaign to help veterans, active duty military and their families connect to services.

Required Discipline for Excellence – Regional Leadership

- Advanced operational excellence by pursuing policy and environmental changes that support healthy, safe and thriving communities by proactively identifying appropriate legislation that supported *Live Well, San Diego!*

Required Discipline for Excellence - Accountability, Transparency and Ethical Conduct

- Advanced operational excellence by monitoring how public funds were spent and results achieved.
  - Completed 20 comprehensive financially focused compliance review of contractors, meeting target. 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 take from one month to nine months to complete.
  - Completed 28 quality assurance reviews of Region/ Divisions to ensure adherence to contracting policies and procedures, meeting target.

Required Discipline for Excellence – Information Services

- Advanced operational excellence through technology by supporting improvements in HHSA's technological framework to help HHSA build a better service delivery system.
  - Began the process of enhancing or replacing legacy information technology (IT) systems so they will be capable of interfacing with the Enterprise Information Exchange (EIE) technology. EIE will allow various IT systems that could not intereact to be able to exchange information.
  - Ensured any new IT systems met the criteria for interfacing with EIE by evaluating all new applications and presenting to the HHSA Information Management Steering Committee for review and approval.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Advanced operational excellence through a skilled workforce by implementing the second phase of the succession plan to advance the *Live Well, San Diego!* initiative. This phase incorporates the Department of Human Resources countywide succession plan.

2013-15 Objectives

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time for the best possible outcome.

Strategic Initiative – Safe Communities

- Support positive choices by ensuring 50% (650 of 1,300) of youth participating in a juvenile diversion program do not enter, or reenter, the system.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Support operational excellence in the workforce by implementing a comprehensive ergonomic plan, including a thorough assessment of new employees within 90 days of their start date.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Advance operational excellence by ensuring public funds are used in accordance with funding requirements.
  - Complete 21 comprehensive financially focused compliance review of contractors. 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 take from one month to nine months to complete.
  - Complete 15 quality assurance reviews of Region/Divisions to ensure adherence to contracting policies and procedures. Beginning Fiscal Year 2013-14, the selection methodology for review has been revised to reflect integration of administrative efforts within HHSA. All departments with contracts will receive one integrated quality assurance review report. Departments, such as Behavioral Health Services (BHS) and Public Health Services (PHS), both with more than 100 contracts will receive two integrated quality assurance review reports.
  - Conduct 15 internal reviews of offices with petty cash to ensure appropriate controls are in place.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Advance operational excellence by supporting implementation of *Live Well, San Diego!* through efforts such as the Resident Leadership Academy (RLA). The purpose of RLA is to build community capacity for health improvement in local neighborhoods.

Required Discipline for Excellence – Information Services

- Advance operational excellence by supporting improvements in HHSA's technological framework to help HHSA build a better service delivery system.
  - Establish policies and practices to improve access to quality data and information so that services are delivered efficiently and effectively.
  - Identify and move program information to more efficient and cost-effective IT systems.
  - Implement second phase of Knowledge Integration Project to procure vendor for electronic information exchange system.
  - Establish an operations research unit and use discipline to analyze and improve services to the community.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Completed comprehensive fiscal-compliance reviews[1]	20	20	20	21	22
Completed quality assurance reviews[2]	N/A	28	28	15[2]	15
Reduction in records storage space[3]	9% (from 20,751 to 18,865 boxes)	5% (from 18,865 to 17,921 boxes)	9% increase (from 17,921 to 19,585 boxes)	N/A	N/A

Table Notes

[1]A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities and processes. A review can range from one month to nine months to complete.

[2]New measure effective Fiscal Year 2012-13. Effective Fiscal Year 2013-14, the selection methodology for review has been revised to reflect integration of administrative efforts within the HHSA. All departments with contracts will receive one integrated quality assurance review report. Departments, such as Behavioral Health Services and Public Health Services, with more than 100 contracts will receive two integrated quality assurance review reports. In prior years BHS would receive 3 individual reports and PHS would receive 5 individual reports.

[3]Effective Fiscal Year 2013-14, the records storage space performance measure will no longer be reported in the Operational Plan. In Fiscal Year 2012-13, the target of 5% reduction was not met due to retention requirements for client cases in the CalWORKs program.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net increase of 62.00 staff years.

- Increaseof 15.00 staff years to support Healthy Families.
- Increase of 1.00 staff year to support the *Live Well, San Diego!* strategic initiative.
- Increase of 1.00 staff year to support Refugee Services program.
- Increase of 34.00 staff years due to a transfer from Strategic Planning & Operational Support (SPOS).
- Increase of 7.00 staff years due to a transfer from Regional Operations.
- Increase of 5.00 staff years due to a transfer from Behavioral Health Services (BHS)
- Decrease of 1.00 staff year due to the transfer to Child Welfare Services (CWS).

The following breakdown shows the same net change in staffing presented by program.

- Decrease of 2.00 staff years in the Agency Executive Office (AEO) due to the transfer out of 1.00 staff year to Health Care Policy Administration (HCPA), transfer out of 1.00 staff year to Eligibility Operations Administration, transfer out 1.00 staff year to Central Region, transfer out 1.00 staff year to Office of Strategy and Innovation (OSI) and transfer out of 1.00 staff year to Financial Services Division offset by the transfer in of 3.00 staff years from SPOS.
- Increase of 3.00 staff years in the Financial Services Division due to the addition of 1.00 staff year to support Healthy Families program, transfer in of 1.00 staff year from SPOS and transfer in of 1.00 staff year from the AEO.
- Increase of 5.00 staff years in Human Resources due to the addition of 4.00 staff years to support Healthy Families program, transfer in of 1.00 staff year from BHS, and transfer in of 1.00 staff year from Regional Child Welfare Services (RCWS) offset by the transfer out of 1.00 staff year due to a transfer to CWS.
- Increase of 4.00 staff years in Management Support due to the addition of 3.00 staff years to support Healthy Families program, transfer in of 1.00 staff year from SPOS and transfer in of 1.00 staff year from RSSE offset by the transfer out of 1.00 staff year to Eligibility Operations Administration.
- Increase of 2.00 staff years in Proposition 10 due to the addition of 1.00 staff year to support Healthy Families program and transfer in of 1.00 staff year from BHS.
- Increase of 38.00 staff years in Office of Strategy and Innovation (OSI) due to the transfer in of 27.00 staff years from SPOS, addition of 5.00 staff years to support Healthy Families program, transfer in of 3.00 staff years from BHS, transfer in of 1.00 staff year from the AEO, transfer in of 1.00 staff year from RSSE and the addition of 1.00 staff year to support the *Live Well, San Diego!* initiative.
- Increase of 12.00 staff years in Community Action Partnership (CAP) due to the transfer in of 8.00 staff years due to the move of CAP from Central Region, transfer in of 2.00 staff years from SPOS, addition of 1.00 staff year to support Healthy Families and the addition of 1.00 staff year to support Refugee Services program.

Expenditures

Net increase of $16.1 million

- Salaries and Benefits — increase of $7.6 million due to the addition of 62.00 staff years and an increase in County retirement contributions.
- Services and Supplies — increase of $8.5 million.
  - Increase of $6.9 million in contracted services including $5.6 million for CAP due to the transfer of CAP from Strategic Planning and Operational Support to Administrative Support, and $1.3 million in Office of Strategy and Innovation for various contracts related to *Live Well, San Diego!*, the Children's initiative and related Information Technology contracts.
  - Increase of $1.8 million for information technology associated with additional server costs and increased rates.
  - Increase of $1.0 million in major maintenance to support planned facility projects.
  - Increase of $0.4 million for facility lease costs.
  - Increase of $0.3 million in Public Liability Insurance Premium.
  - Increase of $0.3 million for printing costs.
  - Increase of $0.2 million in reimbursements associated with County Counsel costs.
  - Increase of $0.1 million for background costs.
  - Decrease of $2.5 million for one-time costs associated with peripheral relocations related to the County Operations Center (COC) capital project.

Revenues

Net increase of $16.1 million

- Revenue from Fines, Forfeitures and Penalties — increase of $0.1 million related to the transfer of CAP from Strategic Planning and Operational Support to Administrative Support.
- Intergovernmental Revenues — increase of $15.1 million.
  - Increase of $10.5 million in Realignment revenue and Social Services Administrative revenue.
  - Increase of $4.6 million in Community Services Block Grant and Supplemental Nutrition Assistance Program grants related to the transfer of CAP.
- Charges for Current Services — increase of $1.4 million including $0.9 million due to the transfer of CAP and $0.5 million for the First Five Commission.
- Miscellaneous Revenue — increase of $0.1 million due to the transfer of CAP.
- Use of Fund Balance — decrease of $0.6 million. A total of $38.1 million is budgeted.
  - $20.0 million in management reserves due to the uncertainty of the economy.
  - $6.0 million for major maintenance projects.
  - $5.0 million to transition from any future State and federal budget issues.
  - $5.0 million for technological advancements which support the *Live Well, San Diego!* Initiative.
  - $1.2 million for Juvenile Diversion to support community based strategies that strengthen individuals and families to foster healthy relationships.
  - $0.7 million to fund one-time information technology costs.
  - $0.1 million for the Resident Leadership Academy Train-the-Trainer courses.
  - $0.1 million to commit Grand Avenue clinic sale proceeds.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $19.3 million is the result of a reduction of $20.1 million in Services and Supplies due to the elimination of one-time projects from the prior year, partially offset by an increase of $0.8 million in Salaries and Benefits due to an increase in retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Agency Executive Office	23.00	27.00	25.00	(7.4)	25.00
Agency Contract Support	18.00	18.00	18.00	0.0	18.00
Office of Health Systems Innovation	4.00	—	—	—	—
Financial Services Division	155.00	155.00	158.00	1.9	158.00
Human Resources	72.00	76.00	81.00	6.6	81.00
Management Support	10.00	10.00	14.00	40.0	14.00
Proposition 10	21.00	21.00	23.00	9.5	23.00
Office of Strategy and Innovation	—	—	38.00	—	38.00
Community Action Partnership	—	—	12.00	—	12.00
Total	303.00	307.00	369.00	20.2	369.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Agency Executive Office	$ 46,151,264	$ 45,881,394	$ 43,772,938	(4.6)	$ 25,833,809
Agency Contract Support	3,633,770	3,729,099	3,736,703	0.2	3,778,584
Office of Health Systems Innovation	771,829	—	—	—	—
Financial Services Division	26,559,583	27,833,283	30,055,420	8.0	30,361,007
Human Resources	8,074,997	8,851,359	9,578,507	8.2	9,685,980
Management Support	11,393,411	11,854,399	13,824,115	16.6	13,148,299
Proposition 10	2,231,355	2,333,574	2,823,090	21.0	2,871,751
Office of Strategy and Innovation	—	—	5,755,689	—	5,845,204
Community Action Partnership	—	—	7,007,896	—	5,738,215
Total	$ 98,816,209	$ 100,483,108	$ 116,554,358	16.0	$ 97,262,849

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 29,036,624	$ 29,325,970	$ 36,864,182	25.7	$ 37,632,417
Services & Supplies	49,759,985	51,078,738	59,611,776	16.7	39,552,032
Fund Balance Component Increases	19,600	78,400	78,400	0.0	78,400
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	$ 98,816,209	$ 100,483,108	$ 116,554,358	16.0	$ 97,262,849

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ —	$ —	$ 50,000	—	$ 50,000
Revenue From Use of Money & Property	—	78,400	78,400	0.0	78,400
Intergovernmental Revenues	57,588,671	59,079,725	74,145,812	25.5	72,145,812
Charges For Current Services	2,620,568	2,690,353	4,121,746	53.2	4,131,158
Miscellaneous Revenues	26,000	26,000	100,000	284.6	100,000
Fund Balance Component Decreases	—	—	—	—	679,079
Use of Fund Balance	38,580,970	38,608,630	38,058,400	(1.4)	20,078,400
Total	$ 98,816,209	$ 100,483,108	$ 116,554,358	16.0	$ 97,262,849

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Land Use and Environment Group

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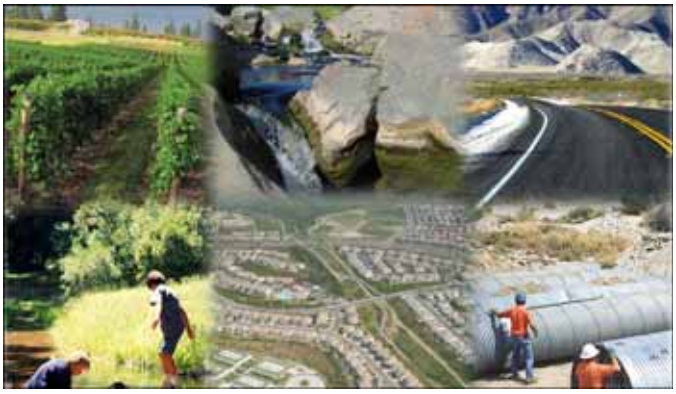
Land Use and Environment Group Summary & Executive Office

Group Description

The Land Use and Environment Group (LUEG) protects and promotes a healthy environment for the residents and visitors of San Diego County. LUEG departments work collaboratively with constituents and industry partners to improve air and water quality, encourage sustainable development that fosters viable and livable communities, preserve and enhance natural and agricultural resources, construct and maintain critical roadway infrastructure and ensure compliance with local, State, and federal laws that protect the public's health, safety, and quality of life for current and future generations.



LUEG Departments

- Agriculture, Weights and Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Development Services
- Public Works

Mission Statement

The Land Use and Environment Group protects the health and safety of residents and preserves and enhances the natural environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, recreation and infrastructure development and maintenance.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promoted government agency partnerships and community involvement and enhanced emergency communications and preparedness.
- Completed a new geographic information system (GIS) application for damage assessment reporting during disasters. The new application will increase reporting frequency and reduce the time the County must wait for information on disaster impacts.
- Implemented a new countywide Eye Gnat program by completing an environmental analysis and amending County codes.
- Inspected 20 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs to reduce the risk of sewer spills.

Strategic Initiative – Sustainable Environments

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers. Issued 2,000 photovoltaic permits for solar power systems under an expedited fee waiver program.
- Initiated work on the Property Specific Request General Plan Amendment. This project will modify the County's General Plan land use designations to resolve private property owner concerns with the recently adopted General Plan, while ensuring the requested changes are consistent with the General Plan Guiding Principles and that they consider community planning group and other public input.
- Protected a sustainable watershed via outreach, education, inspections and the development of plans to meet bacteria levels in accordance with the standards of the San Diego Regional Water Quality Control Board.
- Protected water quality and promoted water conservation by conducting 13 agricultural water workshops for 457 agricultural and other water users and deployed 2 additional water quality kiosks, bringing the total to 6 kiosks.
- Acquired, developed and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.

- Designed and initiated construction on 21 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network, exceeding the goal of 7 projects.
- Protected residential gardens and commercial produce from insidious pest infestations and avoided the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Created new permit requirements for all affected existing permits to incorporate recently adopted Air Pollution Control District (APCD) Rule 66.1 for coating operations thereby reducing volatile organic compound emissions.
- To protect water quality, developed a database and methodology to tabulate probable causative occurrences leading to both total and fecal coliform water sample failures for small drinking water systems. Information was provided to system owners and operators, as guidance for ways to reduce water quality violations, as well as posted on the Department of Environmental Health Small Drinking Water System website, as guidance for ways to reduce water quality violations.

Strategic Initiative – Healthy Families

- Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
  - Performed comprehensive active living assessments at three parks using DPR's new Healthy Edge Park Design Guidelines. Used the assessment to develop a "health report card" and improvement strategy for the facilities.
  - Promoted healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
  - Fostered positive development of 6,000 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Developed and enhanced five County park trails to promote health and fitness, exceeding goal of two County park trails.
  - Increased recreational opportunities for youth at park facilities in collaboration with six school-sponsored sports activities.
  - Incorporated the County's *Live Well, San Diego!* Building Better Health initiative and other health-related messages into two environmental educational programs and three promotional publications.
- Provided nutrition education for 576 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety, exceeding the goal of 400 families.
- Extended the restaurant inspection and grading system to mobile food facilities, issuing grade cards to approximately 250 food trucks and 300 food carts that prepare food. Collaborated with stakeholders, changed County ordinances, developed a scored inspection report and training materials, and conducted seven outreach sessions to educate operators on food safety and the new grading procedures.
- Repainted and re-marked crosswalks and roadway legends adjacent to the 121 public school and 12 private school locations in the unincorporated areas of the county. This kept children safe from traffic and provided safe routes to and from school. This activity is conducted annually to ensure markings are fresh and visible for maximum benefit.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implemented the recommendations of the Board of Supervisors to improve the land development process for customers. This included a shift in departmental culture and role toward identifying project solutions and helping customers navigate the process. The establishment of the department of Planning and Development Services (PDS) created a new approach to serving customers and combined the land use functions that were formerly divided among various County departments, namely Planning and Land Use, Public Works, and Parks and Recreation.
- Developed procedures and implemented a program to scan and enter emissions inventory summaries into the Business Case Management System (BCMS) at the facility level to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Developed and initiated the transition of the virtual enforcement response determination document into the Business Case Management System (BCMS) within the Pesticide Regulation Program. This document is used to track the action taken when a violation is found.

Required Discipline for Excellence – Information Services

- Enhanced customer service by providing online access through Accela Citizen Access to Site Assessment and Mitigation records for the public to conduct file reviews

without the need to make a public records request or physically visit the Department of Environmental Health offices. Online access to septic records will be completed in Fiscal Year 2013-14.

- Expanded the mobile workforce capabilities for building inspectors and code enforcement staff through new systems in Accela Citizen Access that enable real-time access to land development permit systems from mobile devices.
- Reduced payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of payments.
- Completed implementation of the BCMS. The BCMS project overhauled all of the processes and systems related to regulatory and permitting business functions within LUEG. All permitting functions within LUEG departments are now conducted in BCMS, encompassing roughly 300 different business functions including inspections, requests for service, complaint tracking, cashiering, financial management, invoicing, time accounting, mobile applications functionality, and online services for the public.
- BCMS implementation also included integration with the County's Enterprise Resource Planning (ERP) applications such as Oracle Financials, Kronos, and PeopleSoft. Other integrations include with the County's document management system, GIS, and several other State systems.

Required Discipline for Excellence – Regional Leadership

- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Developed standard operating procedures and guidance documents to provide instructions for Unified Program inspectors and law enforcement investigators on how to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the State.
- Demonstrated regional leadership and improve public safety by presenting at the 2012 Wildland Urban Interface Conference regarding fire safe ignition-resistant construction, as well as lessons learned from the 2003 and 2007 firestorms.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Repaint and re-mark all crosswalks and roadway legends adjacent to all 121 public school and 12 private school locations in the unincorporated areas of the county.
- Reduce vandalism and theft by installing safety/security cameras at three park facilities.
- Install Wi-Fi at one park site to provide staff and customers greater access to online emergency notifications and information.
- Protect public health and the environment by minimizing the risk of sewer spills.
- As the Goldspotted Oak Borer (GSOB) continues to decimate oak trees, expand and enhance the existing program established as a foundation for GSOB education and outreach. Create online training and self-testing modules for public land managers, homeowners, recreationalists and other groups as needed, on the biology, impacts and symptoms, and best management practices relating to GSOB.
- Work with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region to:
  - Coordinate and conduct binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
  - Integrate the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Review proposed building plans to ensure structures are properly and safely designed.
  - Help customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
  - Conduct building inspections during construction to ensure structures are built in accordance with approved building plans.

Strategic Initiative – Sustainable Environments

- Ensure agricultural commodities meet international shipping requirements by continuing cropland trapping for the Light Brown Apple Moth. Inspect 300 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- Increase industry's awareness of pesticide regulators' roles and responsibilities in protecting human health, safety and the environment by conducting 12 outreach activities and regulatory updates during Fiscal Year 2013-14.
- Provide staff to assist in the coordination and training of 1,000 volunteers through the Master Gardener and 4-H programs to provide 205,000 hours of volunteer service.
- Save 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers. Issue 2,000 photovoltaic permits for solar power systems under an expedited fee waiver program.
- Partner with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Reduce air pollution emissions and health risk from freight movement using State Goods Movement Emission Reduction Program (Proposition1B) funds to award grants to equipment owners to replace older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing test emissions from all natural gas, expanding the network of air monitors for carbonyl compounds, and developing the capability to deploy an emergency network of 2 fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.

Strategic Initiative – Healthy Families

- Provide administrative and instructional material support for 350 4-H adult and youth volunteer leaders to conduct community-based educational programs to 25 4-H clubs, 7 after-school sites and 8 military 4-H sites.
- Create safer parks, preserves and recreation centers using volunteers to assist with park patrols, operations, and maintenance by contributing more than 96,000 hours annually.
- Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
- Ensure that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Educate 5,000 children on awareness of and protection from mosquito-borne diseases and other vector-related diseases, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete 85% of all (over 130) investigative reports of pesticide illness complaints within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Re-engineering and using the functionality of BCMS by June 30, 2014.
- Implement changes and monitor the Community Event Permit (CEP) process for improved customer service.
- Develop and implement a streamlined application process for grants under the Goods Movement Emission Reduction Program to allow easier application completion and to reduce APCD processing times, resulting in faster project completion and earlier emission reductions.
- Conduct a study on the use of a rapid molecular diagnostic test to improve the response to sewage-contaminated beach water.
- Complete the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits, fees and deposits, reducing the need for customers to physically visit an office.

Required Discipline for Excellence – Customer Satisfaction

- Increase participation in the Mobile Incentive Program by participating in eight community outreach events about APCD's mobile source emission reduction incentive programs and grant funding opportunities.
- Use State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.
- Provide excellent customer service by diagnosing 100% of over 31,000 plant and insect samples within two weeks of submission.
- Ensure consumers get what they pay for by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Implement the use of an online intake form to receive public complaints of food borne illness.
- Develop a new customer service program for PDS, including identification of customer and stakeholder priorities, customer service training and an online customer satisfaction survey to measure performance.

Required Discipline for Excellence – Regional Leadership

- Create a program that allows applicants for privately-initiated development projects that are consistent with the General Plan densities to rely on the General Plan Update Environmental Impact Report (EIR) for certain environmental impact assessments. As a result, applicants of these projects no longer will need to assess, analyze and/or mitigate cumulative project impacts that are required under the California Environmental Quality Act, saving applicants money and several months in the permit process.
- Host a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California Department of Public Health to educate local industry and regulators; invite regulators from neighboring jurisdictions to participate in the training.
- Work with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.

Required Discipline for Excellence – Information Services

- Continue to refine and enhance the BCMS Accela Automation system that integrates land development permit operations, time accounting and finances of land development permits.
- Convert all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at www.sdcounty.ca.gov/lueg/index.html.

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $0.7 million.

- Services and Supplies — net increase of $0.7 million due to rebudgets of $0.8 million for information technology projects as a result of delays offset by a decrease of $0.1 million in special departmental expenses due to the completion of one-time contracting projects.

Revenues

Net increase of $0.7 million.

- Use of Fund Balance — net increase of $0.6 million. A total of $2.9 million is budgeted for various information technology projects and consulting services.
- General Purpose Revenue Allocation — net increase of $0.1 million for previously negotiated salary increases and increases in County retirement costs.

Executive Office Budget Changes and Operational Impact: 2013-14 to 2014-15

A decrease of $2.9 million in Services and Supplies is due to the anticipated completion of one-time projects.

Group Staffing by Department	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Agriculture, Weights and Measures	150.00	153.00	160.00	4.6	160.00
Air Pollution Control District	146.00	146.00	146.00	0.0	146.00
Environmental Health	282.00	281.00	280.00	(0.4)	280.00
Farm and Home Advisor	3.00	2.00	—	(100.0)	—
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Planning and Land Use	164.00	160.00	—	(100.0)	—
Planning and Development Services	—	—	175.00	—	175.00
Public Works	526.00	524.00	500.00	(4.6)	500.00
Total	1,456.00	1,451.00	1,446.00	(0.3)	1,446.00

Group Expenditures by Department	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Land Use and Environment Executive Office	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601
Agriculture, Weights and Measures	19,311,073	19,019,994	19,723,398	3.7	19,777,164
Air Pollution Control District	45,088,021	44,274,271	41,990,873	(5.2)	41,987,203
Environmental Health	47,848,861	46,123,629	44,665,102	(3.2)	43,409,480
Farm and Home Advisor	853,058	853,058	853,058	0.0	853,058
Parks and Recreation	33,807,366	33,750,950	34,903,837	3.4	33,036,268
Planning and Land Use	33,503,037	29,450,365	—	(100.0)	—
Planning and Development Services	—	—	31,178,763	—	25,119,727
Public Works	232,300,012	212,570,652	218,174,973	2.6	187,243,726
Total	$ 418,960,040	$ 392,883,009	$ 399,057,630	1.6	$ 356,134,227

Executive Office Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Land Use and Environment Executive Office	10.00	10.00	10.00	0.0	10.00
Total	10.00	10.00	10.00	0.0	10.00

Executive Office Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Land Use and Environment Executive Office	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601
Total	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,887,497	$ 2,234,626	$ 2,279,387	2.0	$ 2,305,103
Services & Supplies	3,361,115	4,605,464	5,288,239	14.8	2,402,498
Total	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601

Executive Office Budget by Categories of Revenue

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 600,000	$ 800,000	$ 850,000	6.3	$ 850,000
Use of Fund Balance	2,080,000	2,355,000	2,940,000	24.8	—
General Purpose Revenue Allocation	3,568,612	3,685,090	3,777,626	2.5	3,857,601
Total	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601

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Agriculture, Weights and Measures

Department Description

The Department of Agriculture, Weights and Measures (AWM) protects public health, the environment and the County's $1.7 billion agricultural industry by educating the public, partnering with industry and enforcing laws and regulations.

AWM:

- *Ensures the safe use of pesticides and investigates pesticide-related complaints and reported illnesses.*
- *Inspects eggs for defects to prevent food-borne illnesses.*
- *Prevents the establishment of pests that require pesticide controls, sting or severely injure people, and inhibit growing fresh, nutritious fruits, vegetables and other plants.*
- *Promotes the use of effective biocontrol measures.*
- *Regulates organic growers, certified producers and certified farmers' markets to allow local marketing of fresh commodities.*
- *Ensures accurate net quantity of packaged goods and accuracy of commercial weighing, measuring and scanning devices.*
- *Protects people from injury and disease caused by wildlife.*

Mission Statement

Ensure the health and safety of all residents by promoting the sustainability of agriculture and protecting the environment. Protect consumers and ensure a fair marketplace by verifying products are sold by accurate weight, measure and price.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Protected public safety by completing weed control activities on 50% of 4,000 miles of County road sides (i.e., roads in the unincorporated areas of the county) which decreased fire hazards and increased visibility for motorists and pedestrians.

- Ensured food quality, safety and integrity, and verified that produce advertised as "organic" was registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Increased the knowledge and safety of agricultural workers by providing three educational outreach presentations to employees that work in pesticide-treated fields.

Strategic Initiative – Sustainable Environments

- Protected residential gardens and commercial produce from insidious pest infestations and avoided the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Increased the return on investment and leveraged funding available for invasive weed infestations by focusing on locations where maximum effectiveness of weed eradication could be achieved.
- Ensured consumer confidence and equity in the marketplace by performing 60 undercover test sales of California Redemption Value (CRV) beverage containers.
- Improved efficiency by implementing changes to the Snail Master Permit Export Program, which allows qualified nurseries confirmed to be snail-free to ship "at will" to states with snail restrictions without additional inspections or fees, reducing total shipping fees paid by growers for domestic export certificates by 74% (approximately $170,000).
- Ensured agricultural commodities meet international shipping requirements by continuing cropland trapping for Light Brown Apple Moths until existing restrictions are lifted.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Conducted Business Process Reengineering of the Pesticide Regulation Program investigation procedures resulting in a streamlined process with improved efficiency and accountability.
- Developed and initiated the transition of the virtual enforcement response determination document into the Business Case Management System (BCMS) within the Pesticide Regulation Program. This document is used to track the action taken when a violation is found.
- Increased efficiency during quarantines and the ability to locate high priority host plants by migrating the County's pest detection mapping grid to the new statewide mapping grid.
- Improved efficiency and field staff access to information by digitizing 50% of over 77,000 host fruit locations for urban pest detection trapping.

Required Discipline for Excellence – Information Services

- Reduced payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of payments.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Ensure agricultural commodities meet international shipping requirements by continuing cropland trapping for the Light Brown Apple Moth. Inspect 300 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- During Fiscal Year 2013-14, protect commercial produce, residential gardens and parks from pest infestation by placing and maintaining over 10,700 traps designed for early pest detection, thereby mitigating the need for widespread use of pesticides in the environment.
- Ensure safe and effective pest management by sending monthly email communications to County Integrated Pest Control Coordinators to promote the use of Integrated Pest Management methods in County facilities each year.
- Increase the number of potential pest detection trapping sites by 10%, (5,500) by distributing multi-lingual Pest Detection brochures at Certified Farmers' Markets. Increasing the pool of trap locations improves the ability to protect commercial produce, residential gardens and the environment from pest infestations.
- Increase industry's awareness of pesticide regulators' roles and responsibilities in protecting human health, safety and the environment by conducting 12 outreach activities and regulatory updates during Fiscal Year 2013-14.
- Prevent the spread of the insidious pest Glassy-Winged Sharpshooter by ensuring 100% of over 2,700 plant shipments arrive at destination with no viable life stages of the pest.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Improve efficiency and accuracy of the export certification database, and merge data from two different sources into one so that reliable data is readily available to provide reports and make informed decisions regarding resources and planning in the export program.
- Improve efficiency and staff access to information by digitizing 100% of 770 Gypsy Moth and Japanese beetle host locations developed in the updated statewide mapping grid by June 30, 2014.
- Increase operational efficiency and the ability to locate high priority host plants by incorporating 30% of previously developed trapping sites (16,440 of 54,825) into the recently implemented statewide mapping grid system by June 30, 2014.
- Complete 85% of all (over 130) investigative reports of pesticide illness complaints within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Reengineering and using the functionality of BCMS by June 30, 2014.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Improve training for inspectors by developing a comprehensive list of BCMS Frequently Asked Questions with answers and posting on SharePoint by June 30, 2014.
- By June 30, 2014, identify the departmental information that is needed by new Agricultural/Standards Inspectors within their first year of employment to facilitate a successful move to the next level of departmental excellence and to prepare for the development of a departmental Basic Inspector Academy.

- Incorporate best management practices for terrestrial weed control into the annual pesticide safety training for Integrated Pest Control staff to continue protecting the natural environment from unintentional pesticide discharges.

Required Discipline for Excellence – Customer Satisfaction

- Develop a pilot program to allow Plant Health and Pest Prevention customers to request and schedule inspections online using Accela Citizen Access by June 30, 2014.
- Improve communication with Spanish-speaking customers by posting one outreach presentation regarding Point of Sale Inspections and compliance in Spanish on the AWM webpage and translating any required retail consumer notice posting into Spanish by June 30, 2014.
- By June 30, 2014, develop an automated notice of proposed action for gas pump compliance in BCMS to improve accuracy and timeliness for customers.
- Provide excellent customer service by diagnosing 100% of over 31,000 plant and insect samples within two weeks of submission.
- Ensure consumers get what they pay for by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.

Related Links

For additional information about Agriculture, Weights and Measures, refer to the website at www.sdcounty.ca.gov/awm.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Plant and insect samples diagnosed within two weeks of submission	100% of 30,985	100% of 31,000	100% of 31,000	100% of 31,000	100% of 31,000
Plant shipments certified by the Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter[1]	100% of 2,744	100% of 2,700	100% of 2,700	100% of 2,700	100% of 2,700
Pesticide illness investigations completed within State guidelines of 120 days	77% of 66[2]	100% of 85	94% of 54[3]	85% of 130	85% of 130
Annual fumigation inspections[4]	100% of 260	100% of 312	100% of 312	N/A	N/A
Annual number of initial and new install inspections for these registered retail devices:					
— Fuel meters	100% of 18,909	100% of 18,909	100% of 18,909	100% of 18,909	100% of 18,909
—Taximeters	100% of 1,410	100% of 1,427	100% of 1,427	100% of 1,427	100% of 1,427
— Water dispensers	100% of 1,467	90% of 1,477	90% of 1,477	100% of 1,477	100% of 1,477
— Computing scales	100% of 5,988	90% of 5,987	90% of 5,987	100% of 5,987	100% of 5,987
— Counter scales	90% of 663	80% of 663	80% of 663	90% of 663	90% of 663

Table Notes

[1] The Glassy-Winged Sharpshooter is an agricultural pest that serves as a vector of Pierce's Disease, which is fatal to grapevines.

[2] Fifteen investigations required more than 120 days to complete due to greater complexity, lack of cooperation and/or delays by external parties, and the learning curves of new program personnel. There were a total of 131 investigations in Fiscal Year 2011-12 including "Priority" and "Other" categories that were not required to be completed in 120 days.

[3] Four investigations required more than 120 days to complete due to greater complexity, lack of cooperation and/or delays by external parties, and the learning curves of new program personnel. There were a total of 96 investigations in Fiscal Year 2012-13 including "Priority" and "Other" categories that were not required to be completed in 120 days.

[4] Assembly Bill (AB) 2223, *Structural Fumigation Fees*, will sunset December 31, 2013. Effective January 1, 2014, fees for fumigation inspections will be assessed for all structural pest control companies. This measure no longer accurately reflects the enforcement regulation requirements and will not be reported beginning Fiscal Year 2013-14.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 7.00 staff years due to operational needs and additional regulatory responsibilities in the following programs:

- Increase of 4.00 staff years related to the increase in Agricultural Water Quality (AWQ) inspections due to revisions in the Regional Municipal Separate Storm Sewer (MS4) Permit.
- Increase of 1.00 staff year related to Asian Citrus Psyllid (ACP) citrus grove abatement activities.
- Transfer of 2.00 staff years from the Farm and Home Advisor to Agriculture, Weights and Measures due to operational needs.

Expenditures

Net increase of $0.7 million.

- Salaries and Benefits — increase of $0.9 million due to the addition of 7.00 staff years, an increase in County retirement contributions and previously negotiated salary increases.
- Capital Assets Equipment — net increase of $0.2 million for one-time funding of vehicle purchases.
- Services and Supplies — decrease of $0.4 million primarily due to the completion of one-time expenditures related to report scripts in BCMS.

Revenues

Net increase of $0.7 million.

- Licenses, Permits & Franchises — net increase of $0.3 million primarily due to increased cap of State fees for Measuring Devices and an increase in Phytosanitary certificate issuance.
- Charges for Current Services — net increase of $0.4 million related to the revisions in the MS4 Permit requiring an increase in AWQ inspections.
- General Purpose Revenue Allocation — increase of $0.4 million due to an increase in County retirement contributions and previously negotiated salary increases as well as an increase in services and supplies expenditures related to AWQ inspections and ACP citrus grove abatement activities.
- Intergovernmental Revenues — net decrease of $0.2 million primarily due to the reduction of State contract revenue in the Plant Health and Pest Prevention Program, High Risk Pest Prevention contract.
- Use of Fund Balance — decrease of $0.2 million. A total of $0.2 million is budgeted for one-time funding of vehicle purchases.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant change.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Agriculture, Weights and Measures	150.00	153.00	160.00	4.6	160.00
Total	150.00	153.00	160.00	4.6	160.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Agriculture, Weights and Measures	$ 19,274,073	$ 19,001,994	$ 19,705,398	3.7	$ 19,759,164
Fish and Wildlife Fund	37,000	18,000	18,000	0.0	18,000
Total	$ 19,311,073	$ 19,019,994	$ 19,723,398	3.7	$ 19,777,164

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 14,766,967	$ 15,031,498	$ 15,975,562	6.3	$ 16,210,104
Services & Supplies	4,504,606	3,955,671	3,565,836	(9.9)	3,545,060
Other Charges	39,500	22,000	22,000	0.0	22,000
Capital Assets Equipment	—	10,825	160,000	1,378.1	—
Total	$ 19,311,073	$ 19,019,994	$ 19,723,398	3.7	$ 19,777,164

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 3,522,500	$ 3,687,000	$ 3,968,500	7.6	$ 3,968,500
Fines, Forfeitures & Penalties	16,250	91,000	116,000	27.5	116,000
Intergovernmental Revenues	9,295,223	9,145,715	8,950,988	(2.1)	8,950,988
Charges For Current Services	372,258	399,258	824,436	106.5	829,884
Miscellaneous Revenues	49,560	47,850	103,032	115.3	104,556
Use of Fund Balance	857,523	410,000	162,000	(60.5)	2,000
General Purpose Revenue Allocation	5,197,759	5,239,171	5,598,442	6.9	5,805,236
Total	$ 19,311,073	$ 19,019,994	$ 19,723,398	3.7	$ 19,777,164

Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) protects people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin and programs are developed to achieve clean air through reduced air pollutant emissions. The APCD issues permits that limit air pollution, adopts regulations, ensures adherence to air pollution control laws and 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, while considering environmental and economic impacts.

2012-13 Anticipated Accomplishments

Strategic Initiative – Sustainable Environments

- A Redesignation Request and Maintenance Plan for the 1997 National Ozone Standard (Redesignation Request) was adopted by the Board of Supervisors, acting as the Air Pollution Control Board, at a public hearing on December 5, 2012. The Redesignation Request was submitted to the EPA on December 28, 2012, for EPA's consideration and approval that will serve as acknowledgement of the County's substantial air quality and public health achievement in attaining the ozone standard and will help ensure that compliance with the standard is maintained in future years.
- Created new permit requirements for all affected existing permits to incorporate recently adopted APCD Rule 66.1 for coating operations thereby reducing volatile organic compound emissions.
- In order to simplify the interpretation of air quality data for the public, the air quality concentration levels posted on the APCD website were replaced by corresponding Air Quality Index (AQI) values, a more familiar measurement. This multiyear program gives the public a better understanding of air quality's health effects.
- Performed 7,400 inspections to verify that air quality requirements placed on equipment designed to protect the health and safety of the community were met.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implemented a gaseous air quality monitoring precision checking system to replace a more labor-intensive system with an automated calibration system, thereby improving APCD efficiency and lowering staff costs.
- Developed procedures and implemented a program to scan and enter emissions inventory summaries into the Business Case Management System at the facility level to increase staff efficiency in determining New Source Review requirements and facility compliance status.

Required Discipline for Excellence – Regional Leadership

- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- By June 30, 2014, implement a "near-road" air quality monitoring station that meets EPA requirements to measure the emissions impact of on-road motor vehicles.
- Reduce air pollution emissions and health risk from freight movement using State Goods Movement Emission Reduction Program (Proposition1B) funds to award grants to equipment owners to replace older, higher emitting heavy-duty diesel equipment with newer, cleaner models.

- Maintain an inspection program to protect the public from the harmful effects of air pollution by annually conducting 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
- Collect valid ozone concentration data on at least 90% of monitoring days in the year, thereby exceeding the EPA standard of 75% valid samples.
- Reduce mobile source air pollutant emissions by up to 300 tons by providing incentive grants to projects that remove high polluting vehicles and engines from service.
- Support the Juror Transit Pass program in cooperation with the San Diego Association of Governments (SANDAG), the San Diego Metropolitan Transit System (MTS), and the courts to reduce transportation-related emissions resulting from jury duty.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing the following actions:
  - Test emissions from all natural gas fired reciprocating internal combustion engines required to show compliance with the National Emission Standards for Hazardous Air Pollutants.
  - Expand the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of the Barrio Logan community of San Diego and the Otay Mesa border crossing. The chemical analysis of air samples will include tests for formaldehyde, a significant driver of cancer risk in the nation.
  - Develop the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
  - Propose a rule for Air Pollution Control Board consideration to reduce air contaminant emissions from house paints and other architectural coatings, reflecting the California Air Resources Board's Suggested Control Measure for Architectural Coatings and the current market availability of lower-emitting coatings.
  - Propose a rule for Air Pollution Control Board consideration to reduce air contaminant emissions from new, natural gas-fired residential-type water heaters, reflecting the current market availability of lower-emitting technologies.
  - In coordination with affected industries, develop training videos on how to comply with air pollution control requirements applicable to marine coating operations.
  - Modify AQI calculations and reporting procedures used for daily air quality forecasts and reports to reflect the revised National Ambient Air Quality Standard for inhalable particulate matter (PM2.5).

Required Discipline for Excellence – Customer Satisfaction

- Provide excellent customer service by responding to and investigating 100% of an estimated 545 annual air pollution complaints from the public.
- Improve customer service by promptly reviewing all Carl Moyer Program grant applications upon receipt and within five business days and notifying applicants of any additional information that may be required.
- Use State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.

Required Discipline for Excellence – Regional Leadership

- Participate in meetings of the San Diego Regional Clean Cities Coalition and the San Diego Regional Electric Vehicle Infrastructure Working Group to promote the use of alternative fuels and alternative fuel vehicles in the region.
- In order to provide the public and industry with resources to help reduce their emissions of air pollutants the APCD will develop a webpage linkage to educational resources on the science and impacts of climate change and actions being taken to curb greenhouse gas emissions.
- Collaborate with the San Diego Foundation on its Climate Initiative and help coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.
- The APCD will support public awareness and enhance support of reduction in emissions by recognizing local leaders in reducing emissions.
- Coordinate the VIP (Very Important Planet) reception and the annual San Diego APCD Clean Air Award hosted by the County of San Diego Third District.

- Work with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- Create greater public awareness of the harmful impacts of air pollution by participating in two public outreach events and coordinating activities with events such as the Earth Day fair.
- Increase participation in the Mobile Incentive Program by participating in eight community outreach events about APCD's mobile source emission reduction incentive programs and grant funding opportunities.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Obtain inspection reports for 100% of the equipment funded through the Carl Moyer Program and Goods Movement Emission Reduction Program to ensure that the new or upgraded equipment meets program-specific requirements to achieve emission reductions.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop and implement a streamlined application process for grants under the Goods Movement Emission Reduction Program to allow easier application completion and to reduce APCD processing times, resulting in faster project completion and earlier emission reductions.
- Provide assistance with air pollution rules and regulations to the business community by creating two new compliance assistance videos and posting them on the APCD website.
- Evaluate the Federal Clean Air Act Title V permit processing procedures and implement process improvements in order to better meet APCD's business needs.

Required Discipline for Excellence – Information Services

- Implement an APCD file digitization pilot project and digitize all Proposition 1B Lower-Emission School Bus program files that are required to be sent to the California Air Resources Board for retention for the remainder of the required 35-year bond records retention time frame.

Related Links

For additional information about the Air Pollution Control District, refer to the website at www.sdapcd.org/index.html.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Scheduled equipment /facilities inspections completed[1]	100% of 7,400	100% of 7,400	100% of 7,400	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within two business days of reported complaint[2]	100% of 545	100% of 545	100% of 545	100% of 545	100% of 545
Annual number of low-polluting vehicle incentive projects completed under the mobile source incentive programs[3]	314	300	300	N/A	N/A
Valid ozone data collection per year[4]	90% of data	90% of data	90% of data	90% of data	90% of data
Annual tons of air pollutants reduced from mobile source incentive projects[5]	N/A	N/A	N/A	300	350

Table Notes

[1]Indicates the completion levels for inspections of equipment/facilities emitting air contaminants. Target is based on commitments established with the State Air Resources Board.

[2]The majority of complaints from the public are due to dust-related pollution from construction and visible emissions and 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day and will respond to all complaints received within two business days.

APCD cannot control the number of complaints about the environment received from the public and the number of resulting 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 number of complaints per year over the past three fiscal years is 545.

[3]Indicates the number of projects completed under the mobile source emission reduction programs in a specific fiscal year. Funded projects may take up to three years to complete. The State suspended funding of the Goods Movement Emission Reduction and School Bus programs effective December 2008. The State reinstated funding for these programs in 2009 and 2010. As a result, the number of completed projects increased in Fiscal Years 2010-11 and 2011-12. The anticipated decrease in the total number of completed projects shown for Fiscal Year 2013-14 is a result of the Lower-Emissions School Bus program ending and anticipated completion of prior year projects. This measure will be discontinued in Fiscal Year 2013-14 and replaced by a new measure to better indicate the benefits achieved by the Mobile Source Incentive Program.

[4]The EPA requires 75% data capture to designate valid data.

[5]Starting in Fiscal Year 2013-14, a new results-focused performance measure of annual tons of air pollutants reduced from mobile source incentive projects will be used to better indicate the benefits achieved by the Mobile Source Incentive Program.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $2.3 million

- Salaries and Benefits — net increase of $1.1 million due to increased County retirement costs, new hires and promotions offset by vacant and under-filled positions.
- Services and Supplies — net increase of $0.5 million due primarily to increased inter-departmental and major maintenance costs offset by decreases in information technology (IT) costs.
- Other Charges — decrease of $4.6 million due to the completion of mobile source emission incentive programs.
- Capital Assets Equipment — increase of $0.1 million due to anticipated grant-related equipment purchases for a near-road Nitrogen Dioxide monitoring station.
- Operating Transfers Out — increase of $0.7 million to support operations.

Revenues

Recommends a net decrease of $2.3 million.

- Licenses, Permits & Franchises — increase of $0.6 million to reflect a full-year's implementation of increased fees.
- Intergovernmental Revenues — decrease of $3.1 million due to the completion of mobile source emissions incentive programs.
- Other Financing Sources — net increase of $0.7 million to support operations offset by a decrease in administrative costs for incentive projects.
- Use of Fund Balance — decrease of $0.4 million due to the completion of mobile source emissions incentive programs. Use of $1.1 million of available Fund Balance includes $0.3 million contribution to reserves for facilities, $0.3 million for emissions reduction projects, $0.3 million for replacement of outdated software for toxic emissions tracking and $0.2 million for replacement of HVAC equipment.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes in overall budget. Increase of $0.4 million in Salaries and Benefits due to anticipated step increases and in County retirement costs. Decrease of $0.3 million in Services and Supplies due to completion of one-time IT and maintenance projects and a decrease of $0.1 million in Capital Asset Equipment associated with one-time grant-related expenditures.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Air Pollution Control District Programs	146.00	146.00	146.00	0.0	146.00
Total	146.00	146.00	146.00	0.0	146.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Air Pollution Control District Programs	$ 45,088,021	$ 44,274,271	$ 41,990,873	(5.2)	$ 41,987,203
Total	$ 45,088,021	$ 44,274,271	$ 41,990,873	(5.2)	$ 41,987,203

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 16,029,775	$ 15,752,978	$ 16,875,066	7.1	$ 17,289,596
Services & Supplies	4,506,095	4,170,053	4,631,679	11.1	4,328,479
Other Charges	16,321,543	15,525,013	10,892,676	(29.8)	10,892,676
Capital Assets Equipment	310,000	390,000	505,000	29.5	390,000
Fund Balance Component Increases	—	300,000	300,000	0.0	300,000
Operating Transfers Out	7,920,608	8,136,227	8,786,452	8.0	8,786,452
Total	$ 45,088,021	$ 44,274,271	$ 41,990,873	(5.2)	$ 41,987,203

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 7,547,662	$ 7,208,605	$ 7,833,723	8.7	$ 7,913,723
Fines, Forfeitures & Penalties	900,000	980,000	980,000	0.0	980,000
Revenue From Use of Money & Property	30,000	30,000	30,000	0.0	30,000
Intergovernmental Revenues	26,975,972	25,794,480	22,671,047	(12.1)	22,450,756
Charges For Current Services	331,278	581,278	581,278	0.0	581,278
Miscellaneous Revenues	167,322	—	—	0.0	—
Other Financing Sources	7,920,608	8,136,227	8,786,453	8.0	9,173,074
Use of Fund Balance	1,215,179	1,543,681	1,108,372	(28.2)	858,372
Total	$ 45,088,021	$ 44,274,271	$ 41,990,873	(5.2)	$ 41,987,203

Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances San Diegans' quality of life by protecting public health and safeguarding environmental quality. DEH educates the public to increase environmental awareness and implements and conducts enforcement of local, state and federal environmental laws when necessary to protect public and environmental health. DEH regulates retail food safety; public housing; public swimming pools; small drinking water systems; mobile home parks; onsite wastewater systems; recreational water; medical and hazardous materials and waste; aboveground and underground storage tanks as well as contaminated site cleanup oversight. In addition, DEH serves as the Solid Waste Local Enforcement Agency, prevents diseases carried by rats and mosquitoes and helps to ensure safe workplaces for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Fully implemented a new countywide Eye Gnat program by completing an environmental analysis and amending County codes. The Board of Supervisors adopted a Negative Declaration on October 31, 2012, approved the program and ordinance amendments on December 5, 2012 and the program became effective January 4, 2013.
- Trapped rodents at port of entry sites where freight from foreign origin is received by boat, airplane or truck twice in Fiscal Year 2012-13. Rodents were tested for plague and flea species were identified.
- Trapped and tested captured mice/voles (by taking blood samples) for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Established and implemented an Asian Tiger mosquito surveillance program to assess whether these mosquitoes have migrated into San Diego County from Los Angeles County. The Asian Tiger mosquito is an invasive species that is a competent vector of diseases, including yellow fever and dengue fever.

- Inspected at least 90% (233 of 259) of the identified waste tire sites in the Tire Enforcement Agency Inspection Work Plan to ensure compliance and reduce illegal handling and disposal of waste tires.
- Analyzed over 700 rodents for Hantavirus; 1,050 tick pools for tick-borne diseases; and 280 mosquito pools, dead birds and animals for mosquito borne diseases including West Nile Virus, St. Louis Encephalitis and Western Equine Encephalitis.
- Developed a new program to implement Assembly Bill (AB) 1616, California's *Cottage Food Law*, when it became effective on January 1, 2013. Developed informational publications, conducted staff training, collaborated in a statewide work group and published information on DEH's website, including registration and permitting procedures for local cottage food operations.

Strategic Initiative – Sustainable Environments

- Awarded 11 Vector Habitat Remediation grants to study and implement long-term sustainable mosquito control solutions.
- Continued to partner with the California Department of Public Health to implement phase two of a local study to evaluate the effect of public swimming pool operator training on overall regulatory compliance.
- Incorporated AB 300, the *Safe Body Art Act,* into the local body art inspection program. Revised the County code to incorporate additional requirements allowed by State law resulting in local implementation of both State and local requirements under DEH's body art program. Completed the outreach program started in Fis-

cal Year 2011-12 to educate body artists about requirements of the Safe Body Art Act and changes to the local program. Continued participation in the statewide Body Art Technical Advisory Committee.

- Conducted two training workshops for small drinking water system operators and provided individualized reports on their water systems to assist with the development of their annual Consumer Confidence Reports.
- Reviewed and responded within 60 days to 94% (390 of 415) of reports and work plans submitted to the Local Oversight Program for remediation of underground storage tank fuel releases. The 100% goal of response time within 60 days was not achieved because the number of reports submitted did not come in uniformly, with the number of submittals tripling during certain times of the year, which caused a lag in response times as staff worked to complete the reviews.
- To protect water quality, developed a database and methodology to tabulate probable causative occurrences leading to both total and fecal coliform water sample failures for small drinking water systems. Information was provided to system owners and operators as guidance for ways to reduce water quality violations, as well as posted on the DEH Small Drinking Water System website.

Strategic Initiative – Healthy Families

- Responded to 100% of 15 reports from the County Health and Human Services Agency of elevated blood lead levels in children within 24 hours to 2 weeks, depending on the blood-lead level reported.
- Educated over 13,000 children on awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; hazardous materials, pollution prevention and risk mitigation; and increased awareness of the restaurant grade card system and careers in environmental health by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events.
- Extended the restaurant inspection and grading system to mobile food facilities, issuing grade cards to approximately 250 food trucks and 300 food carts that prepare food. Collaborated with stakeholders, changed County ordinances, developed a scored inspection report and training materials, and conducted seven outreach sessions to educate operators on food safety and the new grading procedures.

Required Discipline for Excellence – Customer Satisfaction

- Developed a customer service program that instructs staff on good communication skills with the regulated community.
- Responded to complaints about mosquitoes, rats and flies by contacting 95% of 2,161 complainants within three days.
- Investigated and treated over 700 aerial identified green pools within 21 days of identification. These unfiltered pools have proven to be a breeding ground for mosquitoes.

Required Discipline for Excellence – Regional Leadership

- Developed standard operating procedures and guidance documents to provide instructions for Unified Program inspectors and law enforcement investigators on how to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the State.
- Coordinated with other local jurisdictional household hazardous waste programs and explored options for regional cooperation, cost sharing and joint public education opportunities. Participated and assisted in regional committee meetings to identify ways to improve service delivery and reduce program costs through regional collaboration, including implementation of AB 1343, the *Paint Product Stewardship Initiative*.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Conducted a Business Process Reengineering event in coordination with all agencies involved in permit approvals for the Community Event Permit (CEP) process. Identified process improvements, established an implementation plan and commenced implementation. Initiated a time study to determine the requirements for a dedicated CEP coordinator to implement identified process improvements.
- Preliminary studies in 2011 by the Vector Control Program (VCP) Diagnostic Laboratory demonstrated up to 20% of rabbit ticks tested positive for the agent of Lyme disease. As a result, the VCP completed a study to assess the risk to public health posed by rabbits and their ticks and concluded that these animals and insects pose a low risk for Lyme disease.

Required Discipline for Excellence – Information Services

- Enhanced customer service by providing online access through Accela Citizen Access to Site Assessment and Mitigation records to conduct file reviews without the need to make a public records request or physically visiting the DEH offices. Online access to septic records will be completed in Fiscal Year 2013-14.
- Digitized mobile home park and septic system records to provide electronic access to DEH staff during file inspections.
- Expanded the use of social media tools by using Facebook and Twitter to provide real time beach water quality status to the public.
- Created an interactive informational kiosk and installed it in the DEH main permit lobby. Funding was provided by San Diego Gas and Electric (SDG&E) and the American Recovery and Reinvestment Act. A smaller mobile unit was made available for use offsite to promote green business practices in food facilities, in partnership with SDG&E.
- Created and launched a smartphone application to enable the public to report dead birds and neglected green swimming pools to assist in West Nile virus prevention efforts.
- Implemented the Business Case Management System (BCMS) and use of mobile hardware technology for field inspections.
- Developed an online Unified Program Facility Permit application process and 10% (100 of 1,000) of new permit applicants used the online process to apply for permits.
- Continued to phase in the implementation of electronic reporting requirements on facilities that are required to report hazardous materials and hazardous waste inventory under AB 2286, *Unified Hazardous Waste and Hazardous Materials* for an estimated 100 facilities, as part of the Hazardous Materials Division transition into the BCMS. Multiple workshops were held throughout the county to assist the over 13,000 permitted businesses affected by this new requirement.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Work with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region to:
  - Coordinate and conduct binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
  - Integrate the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
- Improve collaboration with federal, State, County and city prosecutors, investigators and other regulatory agencies to prosecute environmental crimes, both locally and Statewide, by hosting hazardous waste task force meetings, hosting joint training on personal protective equipment and sampling, and sending two inspectors to the Federal Law Enforcement Training Center's advanced environmental crimes multi-jurisdictional task force training.

Strategic Initiative – Healthy Families

- Educate 5,000 children on awareness and protection from mosquito-borne diseases and other vector-related diseases, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.
- Trap rodents twice per year at port of entry sites where freight from foreign origin is received by boat, airplane or truck in order to conduct tests for plague and identify flea species.
- Trap at 40 locations and test captured mice (by taking blood samples) for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Inspect at least 50% of the 259 identified waste tire sites in the Tire Enforcement Agency Inspection Work Plan to ensure compliance and reduce illegal handling and disposal of waste tires.
- Collaborate with the Southern Chapter of the California Environmental Health Association to conduct a public housing seminar for regulated operators and regulators in 2014 and in 2015, resulting in a more knowledgeable housing industry that is aware of resources available to them so that they may make better-informed decisions to reduce violations.

Required Discipline for Excellence – Customer Satisfaction

- Provide quality customer service by:
  - Reducing the average food and housing complaint response time from five days to three.

- Maintaining average plan review times for new retail food and public swimming pool projects at levels that are 50% less than the State law requirement.
- Contacting complainants regarding mosquitoes, rats and flies within three days.
- Closing mosquito control requests for service within 21 days or less after initial contact.
- Completing review of septic system layouts within an average of 10 days.
- Completing review and approving 95% of plans and permits for installation, repair and removal of Underground Storage Tanks (UST) within 10 working days of receiving a complete application.
- Reviewing and responding to 100% of Local Oversight Program (LOP) reports and work plans within 60 days.
- Reviewing, processing and approving 100% of monitoring well permit applications within an average of 8 working days.

- Develop an online mosquito complaint form for the public with automatic receipt of confirmation, which will allow DEH to initiate a response more efficiently.
- Implement the use of an online intake form to receive public complaints of food borne illness.

Required Discipline for Excellence – Regional Leadership

- Coordinate with local cities in the region to adopt local requirements in the County Code of Regulatory Ordinances related to body art, public housing and public pools to improve the uniformity of regional inspection programs.
- Co-host the annual statewide Mosquito and Vector Control Association Conference in 2014.
- Work with cities that currently delegate to the County the authority to implement the massage, pet shop and bath house inspection programs in their jurisdictions to reflect changes in State law that make those programs no longer subject to regulation by the County.
- Host a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California Department of Public Health to educate local industry and regulators; invite regulators from neighboring jurisdictions to participate in the training.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement changes and monitor the Community Event Permit (CEP) process for improved customer service.
- Conduct a study on the use of a rapid molecular diagnostic test to improve the response to sewage contaminated beach water.
- Submit a request for proposal to develop Phase I of Virtual Unified Program inspector training and select a contractor. This training will allow for supervised and unsupervised training in a virtual environment to augment instructor lead and one-on-one field inspector training.

Required Discipline for Excellence – Information Services

- Develop the capability of accepting online applications and payments for at least one permit type in the Food and Housing Division.
- Complete development of an automatic electronic data transfer for compliance monitoring and enforcement information from the BCMS to the California Electronic Reporting System and U.S. EPA's databases. Once this data transfer has been developed, create reporting tools that will allow the Hazardous Materials Division to monitor the information.

Related Links

For additional information about the Department of Environmental Health, refer to the website at www.sdcounty.ca.gov/deh and Facebook page at www.facebook.com/pages/County-of-San-Diego-Environmental-Health/71479891529.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Respond to complaints about mosquitoes, rats and flies by contacting complainants within three days	98% of 1,964	95%	97% of 1,890	97%	97%
Average number of days to complete review of septic system layouts	10	10	9.5	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[1]	91% of 291	95%	95% of 290	95%	95%
Review and respond to all Local Oversight Program (LOP) reports and work plans within 60 days	N/A	100%	94% of 415[2]	100%	100%
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	100% of 663	95%	100% of 708	95%	95%
All mosquito control requests for service closed within 21 days or less after initial contact	99% of 574	95%	99% of 850	97%	97%

Table Notes

[1]The Local Oversight Program (LOP) is under contract with the State Water Resources Control Board to oversee corrective action of unauthorized fuel releases from Underground Storage Tanks.

[2]Goal not achieved due to a substantially larger amount of reports received than anticipated during the year which caused a lag in the response time.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Decrease of 1.00 staff year due to workload reduction in the Community Health Division related to changes in x-ray machine inspection methodology.

Expenditures

Net decrease of 1.5 million.

- Salaries and Benefits — net decrease of $0.2 million. Increase of $0.3 million reflects negotiated labor agreements and increases in County retirement contributions offset by decreases of $0.5 million in overtime and extra help related to completion of one-time projects.
- Services and Supplies — net decrease of $1.3 million.
  - Decrease of $0.1 million in consultant contract services related to completion of projects in Homeland Security Initiatives and the American Recovery and Reinvestment Act.
  - Decrease of $0.5 million due the East Otay Mesa Recycling Collection Center and Landfill progressing slower than anticipated.
  - Net decrease of $0.8 million in IT costs including a reduction of $1.7 million due to implementation of the Business Case Management System (BCMS), an IT system which centralizes records management and application processes offset by an increase of $0.8 million for BCMS post go-live support and development of reporting tools and an increase of $0.1 million for development of a beach water quality mobile application.
  - Decrease of $0.1 million is spread over various accounts to more accurately reflect projected costs.
  - Increase of $0.2 million as a budgetary correction for ISF Contract Services and Utilities costs
- Capital Assets Equipment — No material change.

Revenues

Net decrease of $1.5 million.

- Licenses, Permits & Franchises — increase of $0.2 million in Food and Housing Division and Hazardous Materials Management Division permit revenue to reflect historical trends.
- Intergovernmental Revenues — net decrease of $0.8 million.
  - Decrease of $0.2 million in State funding related to fringe benefit and indirect cost limitations in the Radiological Health Program revenue agreement.
  - Decrease of $0.2 million related to completion of an electronic hazardous material reporting system.
  - Decrease of $0.2 million due to completion of Homeland Security Initiatives for emergency response training and equipment, CalRecycle Tire Enforcement funding to enforce waste tire storage, handling, and transportation standards, and the American Recovery and Reinvestment Act for fluorescent light recycling kits and educational material.
  - Decrease of $0.3 million is a budgetary adjustment to move beach water quality monitoring funding to Charges for Current Services.
  - Increase of $0.1 million in Hazardous Incident Response funding due to renegotiation of the contract to ensure full cost recovery.
- Charges for Current Services — net increase of $0.6 million.
  - Increase of $0.4 million in Vector Control Program Benefit Assessment funds for BCMS post go-live support and development of reporting tools.
  - Increases due to budgetary adjustments of $0.5 million to move Land Use project processing revenue from Miscellaneous Revenues and $0.3 million to move beach water quality monitoring funding from Intergovernmental Revenues offset by a decrease of $0.6 million as a result of the East Otay Mesa Recycling Collection Center and Landfill progressing slower than anticipated.
- Miscellaneous Revenues — net decrease of $1.3 million.
  - Decrease of $0.9 million due to implementation of BCMS and other one-time IT projects.
  - Decrease of $0.5 million as a budgetary adjustment to move Land Use project processing revenue to Charges for Current Services.
  - Increase of $0.1 million for development of a beach water quality mobile application.
- Fund Balance Component Decrease — increase of $0.3 million for BCMS post go-live support and development of reporting tools.
- Use of Fund Balance — decrease of $0.4 million. A total of $0.4 million budgeted includes $0.1 million for development of BCMS reporting tools, $0.1 million for beach water quality monitoring, $0.1 million for development of an Onsite Wastewater Treatment program and $0.1 million to offset Tribal Liaison costs, data imaging projects and fire victim permit fee waivers.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Decrease of $1.3 million. A net decrease of $0.5 million in Salaries and Benefits reflects an increase of $0.7 million for negotiated labor agreements and increases in County retirement contributions offset by a decrease of $1.2 million in salary adjustments for modified positions, on-going vacancies, vacant positions that are not anticipated to be filled in Fiscal Year 2014-15, and adjustments due to completion of the Land and Water Quality Division data imaging projects. A decrease of $0.8 million in Services and Supplies is related to the completion of BCMS reporting tools, one-time IT projects and data imaging projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Environmental Health	282.00	281.00	280.00	(0.4)	280.00
Total	282.00	281.00	280.00	(0.4)	280.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Environmental Health	$ 47,848,861	$ 46,123,629	$ 44,665,102	(3.2)	$ 43,409,480
Total	$ 47,848,861	$ 46,123,629	$ 44,665,102	(3.2)	$ 43,409,480

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 30,386,215	$ 30,052,000	$ 29,874,927	(0.6)	$ 29,416,077
Services & Supplies	17,154,646	16,020,321	14,745,175	(8.0)	13,973,403
Capital Assets Equipment	308,000	51,308	45,000	(12.3)	20,000
Total	$ 47,848,861	$ 46,123,629	$ 44,665,102	(3.2)	$ 43,409,480

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 19,883,002	$ 20,127,024	$ 20,344,609	1.1	$ 20,557,017
Fines, Forfeitures & Penalties	313,094	318,094	318,094	0.0	318,094
Intergovernmental Revenues	4,477,106	4,177,535	3,376,637	(19.2)	3,376,637
Charges For Current Services	17,876,336	17,405,164	17,980,274	3.3	17,980,274
Miscellaneous Revenues	2,450,940	2,709,946	1,382,381	(49.0)	942,729
Fund Balance Component Decreases	591,920	544,380	810,502	48.9	234,729
Use of Fund Balance	2,256,463	841,486	452,605	(46.2)	—
Total	$ 47,848,861	$ 46,123,629	$ 44,665,102	(3.2)	$ 43,409,480

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) conducts educational programs and applied research through a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. The partnership brings together the resources of these entities to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The FHA advisors are 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- As wildfires continued to pose a threat to San Diego area residents, investigated stakeholder needs and resource opportunities to further develop wildfire education and outreach programming by coordinating work with the County Fire Authority, County departments of Parks and Recreation and Agriculture, Weights and Measures, the Forest Area Safety Taskforce (FAST), the FAST Public Information Committee and the Fire Safe Council. An internal grant allowed for outreach to over 6,000 Fallbrook, Escondido, Boulevard, Campo and Potrero residents with both English and Spanish Wildfire Zone Preparedness and Safety tip cards. Collaboration, leadership and meeting attendance with FAST and the Fire Safe Council continued. A Wildfire Preparedness booklet for county growers and the agricultural industry was produced.
- As the Goldspotted Oak Borer (GSOB) continued to decimate oak trees, researched the capacity to expand and enhance the existing program established as a foundation for GSOB education and outreach. Through grant funding including from the Renewable Resource Education Act, a webinar and resources were offered on restoring lands impacted by GSOB. GSOB identification field trainings for professionals and volunteer oak health monitors were conducted at William Heise County Park in Julian and Live Oak County Park in Fallbrook. Collaboration, education, outreach leadership and meeting attendance continued with GSOB multi-agency coordinating workgroups, local tribes, the FAST Health Committee, and County departments of Parks and Recreation and Agriculture, Weights and Measures.

Strategic Initiative – Sustainable Environments

- Protected water quality and promoted water conservation.
  - Completed 13 agricultural water workshops, exceeding the goal of 8 workshops, for 457 agricultural and other water users about stormwater regulations and requirements, best management practices, record keeping and employee training.
  - Deployed two additional informational water quality kiosks – bringing the total to six - throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering the storm drainage system.
  - Provided an annual display at the Flower Fields at Carlsbad Ranch on examples of water quality and runoff control best management practices for growers and the public to view and use the self-assessment materials on their own properties.
- Continued research projects on various crop types to evaluate water use levels and newer varieties or alternate crops for the region, including blueberries, avocados, guava, mandarins, pomegranate and carambola (starfruit/dragonfruit). As water prices continue to rise, these new crop types are anticipated to consume less water thereby bolstering economic growth.

- Protected water quality and prevented costly consumer saltwater boat repairs by providing outreach information to 42 staff from boating organizations and associated industry groups as well as boaters on controlling invasive species that foul the bottoms of recreational boats.
- Provided outreach information to 348 San Diego Regional Quagga Mussel Working Group members (consisting of State, regional, County and City of San Diego Water Authority staff), associated industry groups and other interested stakeholders on controlling invasive, freshwater mussels that foul freshwater delivery systems and out-compete native life.
- Expanded the number and size of demonstration pilot sites of habitat restoration techniques learned from research in collaboration with U.S. Fish and Wildlife Service, city and County departments of Parks and Recreation, Barnett Ranch Open Space Park, University of California, Irvine and the Irvine Ranch Conservancy from 100 acres in Fiscal Year 2011-12 to 150 acres.

Strategic Initiative – Healthy Families

- Improved youth development, school readiness and nutrition in the region.
  - Provided administrative and instructional material support for 368 4-H volunteer leaders, exceeding the goal of 350 volunteer leaders, in order to conduct community-based educational programs to 25 4-H clubs, 7 after-school sites and 8 military 4-H sites.
  - Provided nutrition education for 576 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety, exceeding the goal of 400 families.

2013-15 Objectives

Strategic Initiative – Safe Communities

- As wildfires continue to pose a threat to San Diego area residents, continue to investigate stakeholder needs and additional resource opportunities to further develop wildfire education and outreach programming.
- As the GSOB continues to decimate oak trees, expand and enhance the existing program established as a foundation for GSOB education and outreach. Create online training and self-testing modules for public land managers, homeowners, recreationalists and other groups as needed, on the biology, impacts and symptoms, and best management practices relating to GSOB.

Strategic Initiative – Sustainable Environments

- Protect water quality and promote water conservation.
  - Complete ten agricultural water workshops to educate agricultural and other water users about stormwater regulations and requirements, best management practices, record keeping and employee training.
  - Provide printed outreach materials such as management booklets, self-assessment surveys, record keeping systems and agricultural water quality best management pocket field guides to educate growers and other land managers.
  - Provide an annual display at the Flower Fields at Carlsbad Ranch on examples of water quality and runoff control best management practices for growers and the public to view and use the self-assessment materials on their own properties.
- Continue conducting at least two research projects on various crop types to evaluate water use levels and newer varieties or alternate crops for the region, including blueberries, avocados, guava, mandarins, pomegranate and carambola (starfruit/dragonfruit). As water prices continue to rise, these new crop types are anticipated to consume less water thereby bolstering economic growth.
- Provide staff to assist in the coordination, and training of 1,000 volunteers through the Master Gardener and 4-H programs to provide 205,000 hours of volunteer service.
- Using the volunteer Master Gardener program, provide research-based information in the areas of home gardening, landscaping and pest management to county residents through consultations, educational exhibits and seminar classes.
- Using the Master Gardener program, provide outreach and assistance in creating and maintaining over 300 school and community gardens throughout San Diego County.
- Expand the number and size of demonstration pilot sites of habitat restoration techniques learned from research in collaboration with U.S. Fish and Wildlife Service, city and County departments of Parks and Recreation, Barnett Ranch Open Space Park, University of California, Irvine and the Irvine Ranch Conservancy from 150 acres in Fiscal Year 2012-13 to 200 acres.

Strategic Initiative – Healthy Families

- Improve youth development and nutrition in the region.
  - Provide administrative and instructional material support for 350 4-H adult and youth volunteer leaders to conduct community-based educational programs to 25 4-H clubs, 7 after-school sites and 8 military 4-H sites.
  - Provide nutrition education for 500 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.

Related Links

For additional information about the Farm and Home Advisor Office, refer to the website at www.sdcounty.ca.gov/fha.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Staff-provided administrative assistance for projects, grants and contracts (# projects/ total $ value of projects, grants, and contracts)	48 projects/ $2,750,000	48 projects/ $2,750,000	48 projects/ $2,750,000	45 projects/ $2,500,000[1]	45 projects/ $2,500,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours)	1,000 vol/ 210,000 hrs	1,100 vol/ 200,000 hrs	1,100 vol/ 200,000 hours	1,000 vol/ 205,000 hrs	1,000 vol/ 205,000 hrs
Research new specialty crops and varieties such as dragon fruit, specialty vegetables and 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[2]	684 families	400 families	400 families	500 families	500 families

Table Notes

[1]The number of recommended projects and funding figures for Fiscal Years 2013-14 and 2014-15 reflect a decrease from prior years due to a reduction in advisor staff and a decreasing pool of grant funds.

[2]Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; actual participant numbers can vary due to the number of paid nutrition education staff and the number of participants the State requires each educator to reach. These numbers can vary depending on State funding.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Decrease of 2.00 staff years. The staff years were transferred from the Farm and Home Advisor to the Department of Agriculture, Weights and Measures during Fiscal Year 2012-13 due to operational needs. Staff for the Farm and Home Advisor is provided through a partnership between the County of San Diego and the University of California.

Expenditures

No net change.

- Salaries and Benefits — decrease of $0.1 million due to the reduction of 2.00 staff years as described above.
- Services and Supplies — increase of $0.1 million due to costs associated with contracted services in Special Departmental Expense.

Revenues

No change.

Budget Changes and Operational Impact: 2013-14 to 2014-15

No significant change.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Farm and Home Advisor	3.00	2.00	—	(100.0)	—
Total	3.00	2.00	—	(100.0)	—

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Farm and Home Advisor	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058
Total	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 181,549	$ 119,460	$ —	(100.0)	$ —
Services & Supplies	671,509	733,598	853,058	16.3	853,058
Total	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Purpose Revenue Allocation	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058
Total	$ 853,058	$ 853,058	$ 853,058	0.0	$ 853,058

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Parks and Recreation

Department Description

The Department of Parks and Recreation (DPR) enhances the quality of life for county residents and visitors of all ages. DPR promotes health and wellness, safe communities, and civic pride through thousands of programs system-wide, including events and activities, recreation centers and state-of-the-art sports complexes. The County's award-winning park system includes 35 local and 6 regional parks, 8 camping parks, over 300 miles of trails, fishing lakes, ecological preserves and open space preserves. DPR operates and manages more than 45,000 acres of parkland and 8 historic park sites that foster an appreciation of nature and history. Park facilities are open year-round and departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth.

Mission Statement

The Department of Parks and Recreation enhances the quality of life in the region by providing opportunities for high-quality parks and recreation experiences and preserving regionally-significant natural and cultural resources.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promote government agency partnerships and community involvement, and enhanced emergency communication and preparedness.
  - Reduced the incidence of crime by incorporating the principles of Crime Prevention through Environmental Design at two park facilities and, based on the experience, developed guidelines that incorporate these principles into future park projects. This was achieved by providing practical access control (e.g. doors, fences), surveillance (e.g. lighting, windows, landscaping), territorial reinforcement (e.g. signs, sidewalks) and maintenance (e.g. code enforcement, community clean-ups) in park facilities.
  - Enhanced the image and safety of County parks through public partnerships whereby 1,040 hours of service contributions were provided for the removal of graffiti, homeless encampments, weed abatement, debris and exotic or non-native plant species.

  - Increased communications and public safety by updating DPR's park-to-park radio communication/emergency system in collaboration with the Sheriff's Department and provided three service radio communication trainings.
  - Evaluated and posted signage of evacuation routes for 100% of 8 DPR campgrounds.
  - Completed playground safety inspections at 30 playgrounds and provided 3 trainings on safety inspection for Operations staff.
  - Created safer parks and preserves by providing extra security through volunteer patrols, contributing 6,000 volunteer patrol hours annually.

Strategic Initiative – Sustainable Environments

- Acquired, developed and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
  - Using Board of Supervisors Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation*, generated $112,000 of revenue for acquisitions, operations and maintenance of Multiple Species Conservation Program (MSCP) lands, exceeding the goal of $80,000.
  - Acquired 752 acres within the MSCP plan areas. Completed 3 Resource Management Plans that include passive recreational opportunities, exceeding the goal of 750 acres and 2 Resource Management Plans.
  - Upgraded two park facilities with artificial turf to conserve water resources, to reduce overall maintenance and provide state-of-the-art playing fields for year-round sports programs.

- Installed two photovoltaic systems (solar panels) at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs.
- Increased environmental stewardship by educating 4,500 youth about the importance of natural resources, including conservation and sustainability strategies through Energy Saving Adventures and Outdoor Adventure programs.
- Enhanced the existing Discovery Kit environmental education program material and expanded the program to two additional sites.
- Replaced trees affected by the Goldspotted Oak Borer at eight park locations to protect the current Coast Live Oak tree population and replace diseased or dying trees with pest-resistant varieties of oak trees.
- Mitigated fire fuel hazards and maintained fire safe zones in 30 park facilities through continued implementation of fuel management practices.
- Installed eight new solar trash compacting receptacles at parks to maintain service levels and reduce maintenance costs and staffing time for trash disposal.
- Improved energy and water efficiency in eight park facilities by various means, such as native landscaping retrofitting, installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles and reducing water and energy usage.

Strategic Initiative – Healthy Families

- Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
  - Performed comprehensive active living assessments at three parks using DPR's new Healthy Edge Park Design Guidelines. Used the assessment to develop a "health report card" and improvement strategy for the facilities.
  - Promoted healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
  - Fostered positive development of 6,000 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Developed and enhanced five County park trails to promote health and fitness, exceeding the goal of two County park trails.
  - Increased recreational opportunities for youth at park facilities in collaboration with six school-sponsored sports activities.
  - Incorporated the County's *Live Well, San Diego!* Building Better Health initiative and other health-related messages into two environmental educational programs and three promotional publications.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Provide safe and accessible parks and preserves, foster innovative programs and initiatives that promote government agency partnerships and community involvement, and enhance emergency communication and preparedness.
  - Perform small water sampling training on potable water requirements for park operations staff to further educate staff working in parks with small water systems on how to ensure safe drinking water is supplied to park patrons.
  - In collaboration with the Health and Human Services Agency, provide training on child abuse prevention for all after-school full-time program coordinators and 50% (8 of 16) of seasonal staff to develop as trauma-informed knowledge workers.
  - Facilitate community service projects, through court order and/or school participation, at park facilities for a minimum of 15,000 hours.
  - Reduce vandalism and theft by installing safety/security cameras at three park facilities.
  - Provide training through Agriculture, Weights and Measures for 100 staff in park facilities on proper protocols and procedures for the use of herbicides.
  - Install Wi-Fi at one park site to provide staff and customers greater access to online emergency notifications and information.
  - Improve access at park and recreation facilities by adding Americans with Disabilities Act access to three park facilities.
- Create safer parks, preserves and recreation centers by using volunteers to assist with park patrols, operations, and maintenance and contributing more than 96,000 volunteer hours annually.

Strategic Initiative – Sustainable Environments

- Acquire, develop and maintain facilities that support and promote park stewardship and environmental sustainability and efficiency.

- Install five new solar trash compacting receptacles at parks to maintain service levels and reduce maintenance costs and staffing time for trash disposal.
- Provide three new special events, such as concerts in the park or a celebration event, to further engage residents in community life, civic, and recreational activities.
- Replace diseased, dying or dead trees at 10 park locations to protect the current tree population and replace with varieties of pest-resistant trees.
- Mitigate fire fuel hazards and maintain fire safe zones in 40 park facilities through continued implementation of fuel management practices.
- Implement a green building GIS mapping layer that demonstrates DPR's achievements in developing sustainable facilities in County parks.
- Incorporate cultural, historical or environmental interpretive components at three DPR facilities.
- Acquire 300 acres within the MSCP plan areas that will count toward the County's commitment of 9,425 acres as required by the MSCP Implementing Agreement.
- Use Board Policy I-138, *Mitigation on County-Owned Land Managed by the Department of Parks and Recreation* to generate $80,000 of revenue for acquisitions, operations and maintenance of MSCP lands.
- Save 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers resulting in water conservation.

- Develop a park design manual that guides the development of future park and recreation facilities.

Strategic Initiative – Healthy Families

- Develop and enhance the experiences of park patrons and promote healthy lifestyles by increasing recreational opportunities and educational programs.
  - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
  - Implement the TRACK Trails interpretative program at two parks, which encourages children and families to participate in outdoor recreation through earning small rewards, such as stickers, pencils, badges and nature journals, for completing activities and hikes and recording them online.
  - Participate in the County's efforts in the Community Transformation Grant, specifically by participating in the Health in All Policies strategy to identify a comprehensive integrated Active Transportation Plan for specific communities that would incorporate the County's Trails, Bike and Pedestrian Plans.
  - Foster positive development of 6,000 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Develop and enhance two County park trails to promote health and fitness.
  - Perform comprehensive active living assessments at three parks using DPR's new Healthy Edge Park Design Guidelines. Use the assessments to develop a "health report card" and improvement strategy for facilities.

Required Discipline for Excellence – Essential Infrastructure

- Manage the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner.
  - San Elijo Lagoon Gateway Property Acquisition – This project is to acquire a triangle of open space between Solana Beach and the Lagoon, just east of the Cardiff State Beach, and incorporate it into the San Elijo Ecological Reserve. Project cost of $1.8 million is budgeted in the Capital Program.
  - San Diego Botanic Garden Expansion – This project is for planning and development of the future expansion to the San Diego Botanic Garden. Project cost of $1.0 million is budgeted in the Capital Program.
  - 4S Ranch Synthetic Turf South Ball Fields – The project consists of the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf, which will conserve water. Project cost of $2.5 million is budgeted in the Capital Program.
  - Lake Morena Electrical Upgrade – This project consists of removing old electrical system infrastructure, currently providing 15 and 30 amp service and install an upgraded system that provides 50 amp service. Project cost of $2.0 million is budgeted in the Capital Program.
  - Tijuana River Valley Trails Construction - This project is for the design and construction of 18 additional miles of trails and other related improvements within the park. Project cost of $1.9 million is budgeted in the Capital Program.

- San Luis Rey River Park – The project consists of the acquisition of approximately 250 acres which will provide for active recreation sites when the River Park is developed. Project cost of $3.1 million is budgeted in the Capital Program.

Required Discipline for Excellence – Information Services

- Achieve 76% of camping reservations through an on-line reservation system delivering service anytime, anywhere.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at www.sdcounty.ca.gov/parks. Follow us on Facebook and Twitter at www.facebook.com/CountyofSanDiegoParksandRecreation and twitter.com/sandiegoparks.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Number of parkland acres owned and managed	45,661	46,361	47,100	47,700	48,000
Number of volunteers/number of volunteer hours[1]	3,125/ 97,014	3,000/ 96,035	3,000/ 96,035	3,000/ 96,035	3,000/ 96,035
Number of unduplicated Youth Diversion participants[2]	7,001	6,500	6,500	6,500	6,500
Number of park facilities improved or developed	7	7	7	7	7
Number of miles of trails managed in the County Trails Program	329	330	330	336	342
Percent /number of camping reservations placed online of total number of camping reservations	75% 18,636 of 24,848	75% 17,000 of 22,667	75% 17,000 of 22,667	76% 18,000 of 23,684	76% 18,000 of 23,684
Number of water gallons saved at smart irrigation controller converted facilities (in millions)	27	27	27	30	30

Table Notes

[1]The term "volunteers" in this performance measure refers to the total number of volunteers including one-day volunteers, park host volunteers, volunteer patrol members and docents.

[2]Youth diversion programs consist of DPR recreation facilities, sports programs, teen programs and special events. An unduplicated youth is counted once regardless of registration in multiple programs.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $1.2 million.

- Salaries and Benefits — net increase of $0.2 million due to an increase in retirement costs and employee benefits based on previously negotiated labor agreements.
- Services and Supplies — increase of $1.0 million.
  - Increase of $0.4 million due to increased Internal Service Fund rates for facilities management, real property management, vehicle maintenance and fuel.
  - Increase of $0.6 million in new major maintenance projects for repairs throughout County parks and facilities.
- Other Charges — increase of $0.1 million due to a budgetary adjustment to correctly reflect the purchase of Special and Transportation Equipment.
- Capital Assets Equipment — decrease of $0.2 million due to budgetary adjustment to correctly reflect the purchase of Special and Transportation Equipment.

Revenues

Net increase of $1.2 million.

- Intergovernmental Revenues — increase of $0.1 million for Coastal Impact Assistance Program (CIAP) grant award.
- Charges for Current Services — net increase of $0.2 million.
  - Increase of $0.4 million in park day use and camping fees due to the implementation of cost recovery and marketing strategies based on DPR's Cost Recovery, Resource Allocation, and Revenue Enhancement Implementation Plan.
  - Decrease of $0.1 million due to reduced funding for park development from the State and Proposition 40, *California Clean Water, Clean Air, Safe Parks and Coastal Protection Act of 2002.*
  - Decrease of $0.1 million from Plan Check and Field Inspections due to transfer of the trails conditioning program to the department of Planning and Development Services (PDS) as part of the departmental reorganization.
- Use of Fund Balance — increase of $0.3 million. A total of $2.4 million is budgeted to complete major maintenance projects for essential repairs at park recreation facilities. Projects are identified throughout the year and prioritized by parks management based on the need and impact to park patrons.
- General Purpose Revenue Allocation — increase of $0.6 million to offset retirement and benefit costs and overall increase in costs associated with Internal Service Fund accounts.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $1.9 million is primarily due to the anticipated completion of a major maintenance projects offset by an increase in previously negotiated labor agreements and an increase in County retirement costs.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Parks and Recreation	175.00	175.00	175.00	0.0	175.00
Total	175.00	175.00	175.00	0.0	175.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Parks and Recreation	$ 29,520,207	$ 29,499,373	$ 30,729,517	4.2	$ 28,873,809
Park Land Dedication	568,900	714,728	667,055	(6.7)	667,055
Park Special Districts	3,718,259	3,536,849	3,507,265	(0.8)	3,495,404
Total	$ 33,807,366	$ 33,750,950	$ 34,903,837	3.4	$ 33,036,268

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 18,122,623	$ 18,198,297	$ 18,427,039	1.3	$ 18,839,026
Services & Supplies	13,433,736	13,412,408	14,378,526	7.2	12,102,399
Other Charges	60,000	80,000	214,000	167.5	184,000
Capital Assets Equipment	181,000	145,000	—	(100.0)	—
Operating Transfers Out	2,010,007	1,915,245	1,884,272	(1.6)	1,910,843
Total	$ 33,807,366	$ 33,750,950	$ 34,903,837	3.4	$ 33,036,268

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 1,777,123	$ 1,762,720	$ 1,763,407	(0.0)	$ 1,779,821
Taxes Other Than Current Secured	11,506	10,479	7,545	(28.0)	7,545
Licenses Permits & Franchises	483,950	657,978	624,350	(5.1)	624,350
Revenue From Use of Money & Property	944,622	930,217	936,789	0.7	941,469
Intergovernmental Revenues	312,439	602,388	739,177	22.7	659,696
Charges For Current Services	5,318,866	5,110,890	5,301,592	3.7	5,309,592
Miscellaneous Revenues	70,000	139,000	175,000	25.9	154,390
Other Financing Sources	2,010,007	1,915,245	1,884,272	(1.6)	1,910,843
Use of Fund Balance	3,113,182	2,191,165	2,442,000	11.4	101,300
General Purpose Revenue Allocation	19,765,671	20,430,868	21,029,705	2.9	21,547,262
Total	$ 33,807,366	$ 33,750,950	$ 34,903,837	3.4	$ 33,036,268

Planning and Land Use

Department Description

On September 25, 2012, the Board of Supervisors established the Department of Planning and Development Services (PDS). PDS combines the land use functions that were divided among various County departments – Planning and Land Use, Public Works, and Parks and Recreation. As a result, the Department of Planning and Land Use was dissolved. Please refer to the PDS section of the Operational Plan for additional information.

Mission Statement

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Reduced risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Reviewed 7,000 proposed building plans and issued permits to ensure homes are properly and safely designed.
  - Explained building code requirements and developed educational tools to simplify codes for the public.
  - Conducted 23,000 building inspections during construction to ensure homes are built in accordance with approved building plans.
- Improved community health and safety conditions through elimination of dilapidated buildings and removal of substandard housing.
  - Responded to 1,500 code complaints from the public within 24 hours.
  - Improved public safety through the abatement of hazardous living conditions such as abandoned homes and dilapidated structures within the unincorporated areas of the county.
- Completed a new GIS application for damage assessment reporting during disasters. The new application increases reporting frequency and reduces the time the County must wait for information on disaster impacts.

Strategic Initiative – Sustainable Environments

- Improved the efficiency of land use programs that guide the physical development of the county's unincorporated land through a balance of growth and conservation while collaborating with communities.
  - Initiated work on the Forest Conservation Initiative General Plan Amendment which will enhance economic opportunities in the East County. The goal to present the Amendment to the Board of Supervisors by March 2013 was not reached due to additional time needed to build consensus in the community of Alpine.
  - Completed and reported to the Board of Supervisors on the Purchase of Agriculture Conservation Easement Pilot Program which supports the local agriculture industry and the preservation of community character.
  - Completed public review of the Equine Ordinance Environmental Impact Report (EIR) which will streamline regulations related to commercial horse operations.
  - Presented to the Board of Supervisors a new Housing Element Amendment to maintain a General Plan that is in compliance with State law.
  - Initiated work on the Property Specific Request General Plan Amendment. This project will modify the County of San Diego's General Plan land use designations to resolve private property owner concerns with the recently adopted General Plan while ensuring the requested changes are consistent with the General Plan Guiding Principles and that they consider community planning group and other public input.
- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and

fee waivers. Issued 2,000 photovoltaic permits for solar power systems under an expedited fee waiver program.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implemented the recommendations of the Board of Supervisors to improve the land development process for customers. This included a shift in departmental culture and role toward identifying project solutions and helping customers navigate the land development process. The establishment of PDS created a new approach to serving customers and combined the land use functions that were formerly divided among various County departments, namely Planning and Land Use, Public Works, and Parks and Recreation.
- Continued to identify and implement performance improvements to streamline the land development process to reduce processing costs and time for customers as well as the County. Examples include simplified ordinance changes for groundwater resources in Borrego Springs and regional parking regulations that streamline permit requirements.
- Drafted revisions to the necessary ordinance for the conversion of site plans from discretionary permit requirements to ministerial permits. In Fiscal Year 2013-14, PDS staff will coordinate with stakeholders to finalize the requirements for Board of Supervisors consideration. Conversion from discretionary to ministerial simplifies the permit process and shortens the timeline for the customer.
- Initiated a new discretionary to ministerial permit conversion to substantially reduce processing time and cost for applicants and the County through work on the Equine Ordinance.
- Expanded online opportunities for building permit activities so that customers can minimize visits to County facilities, thus reducing customer wait time and expense.

Required Discipline for Excellence – Information Services

- Expanded the mobile workforce capabilities for building inspectors and code enforcement staff through new systems in Accela Citizen Access that enable real-time access to land development permit systems from mobile devices.
- Converted code enforcement forms to electronic format to improve turnaround time and reduce overhead cost.
- Continued improvements to the customer routing/flow management system (Q-Matic) to serve customers. Tracking to complete a full upgrade to Q-Matic by December 2013. A full upgrade will make the permit process more responsive to customer needs and thus reduce customer wait time and expense.
- Developed an online tool and smartphone application that provides the public with mobile access to County and regional trail maps, including aerial, topographic and street views.

Required Discipline for Excellence – Customer Satisfaction

- Developed and implemented staff training and a mentoring program that is centered on customer service and incorporates values such as project ownership and accountability, organizational acumen, effective communication and a focus on outcomes.
- Completed implementation of the Business Case Management System (BCMS), which will integrate permit activity, timekeeping and financial management for land development projects.

Required Discipline for Excellence – Regional Leadership

- Created a program that allows applicants for privately-initiated development projects that are consistent with the General Plan densities to rely on the General Plan Update EIR for certain environmental impact assessments. As a result, applicants of these projects no longer need to assess, analyze and/or mitigate cumulative project impacts that are required under the California Environmental Quality Act, saving applicants money and several months in the permit process.
- Demonstrated regional leadership and improved public safety by presenting at the 2012 Wildland Urban Interface Conference regarding fire safe ignition-resistant construction, as well as lessons learned from the 2003 and 2007 firestorms.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Building and Zoning Counter Wait Time (in minutes)	21	20	30[1]	See Table Note 7	See Table Note 7
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	94%	95%	85%[2]	See Table Note 7	See Table Note 7
Percentage of Building Inspections completed next day[3]	100% of 22,747	100% of 23,000	100% of 23,000	See Table Note 7	See Table Note 7
Project Planning average turnaround times (average days early or late variance / amount of tasks closed on time)	3 days early for 6,486 tasks	2 days early for 6,500 tasks	3 days early for 4,025 tasks[4]	See Table Note 7	See Table Note 7
Project Planning percentage of on time performance / amount of closed tasks	85% of 6,486 tasks	85% of 6,500 tasks	79% of 5,030 tasks[5]	See Table Note 7	See Table Note 7
Project Planning average backlog in weeks (average weeks backlog = total open hours / total scheduled productive hours)	2.3	2.0	2.0	See Table Note 7	See Table Note 7
Project Planning number of discretionary projects to reach final decision and resolution	411	350	335[6]	See Table Note 7	See Table Note 7
New GIS layers added to the Enterprise Data Maintenance Environment	14	10	10	See Table Note 7	See Table Note 7

Table Notes

[1]Ongoing staffing reduction has been implemented over the past five years. Several reengineering activities have enabled counter services to maintain reasonable customer wait times, however wait times are trending upward sharply due to increased customer demand and associated permit activity. Although permit activity had been decreasing since roughly 2007, there has been a sustained increase over the past three years.

[2]The 95% target was not achieved due to an increase in permit activity for the counter services. Although permit activity had been decreasing since roughly 2007, there has been a sustained increase over the past three years, resulting in slower turnaround times for plan check activities.

[3]Several of the outlying areas of the county offer inspections only a few times per week. Next day inspection is defined by completing the inspection on the next day an inspector is regularly scheduled to be in such an outlying community.

[4]The number of tasks has decreased due to a decline in workload tied to the economic slowdown as well as a shift to task assignments to manage workflow. Although building and zoning counter workload has increased significantly over the past three years, discretionary permit work in Project Planning has continued to decline.

[5]As noted above, the number of tasks has decreased due to the economic slowdown as well as a reduction in the use of tasks in managing workload in the land development process. The on-time percentage reported in Fiscal Year 2012-13 is below the performance target of 85% due to a shift in department focus from task management to overall project management. Although it may take more time to complete individual tasks, the goal is a focus on overall project timeliness rather than a task focus.

[6]The number of discretionary permits to reach final decision continues to decrease based on a decline in new discretionary permit applications related to the economic slowdown. Further, the permit mix can vary year to year based on market conditions.

[7]As of Fiscal Year 2013-14, DPLU was dissolved and its functions and staff were transferred to the new PDS. Please refer to the PDS section of this document for more information.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Decrease of 160.00 staff years, which includes the transfer of 158.00 staff years to PDS due to the consolidation of land development services as approved by the Board of Supervisors on September 25, 2012 and the reduction of 2.00 staff years due to decreased workload.

Expenditures

Decrease of $29.5 million due to the transfer of land development services to PDS.

Revenues

Decrease of $29.5 million due to the transfer of land development services to PDS.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Support Services	13.00	13.00	—	(100.0)	—
Advance Planning	11.00	11.00	—	(100.0)	—
Regulatory Planning	65.00	64.00	—	(100.0)	—
Building	40.00	40.00	—	(100.0)	—
Codes Enforcement	21.00	19.00	—	(100.0)	—
LUEG GIS Support	10.00	9.00	—	(100.0)	—
SanGIS	4.00	4.00	—	(100.0)	—
Total	164.00	160.00	—	(100.0)	—

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Support Services	$ 4,567,434	$ 4,200,498	—	(100.0)	—
Advance Planning	8,699,873	6,478,080	—	(100.0)	—
Regulatory Planning	9,068,937	8,240,259	—	(100.0)	—
Building	6,043,798	5,693,702	—	(100.0)	—
Codes Enforcement	2,814,497	2,602,202	—	(100.0)	—
LUEG GIS Support	1,437,717	1,406,307	—	(100.0)	—
SanGIS	870,781	829,317	—	(100.0)	—
Total	$ 33,503,037	$ 29,450,365	—	(100.0)	—

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 19,004,418	$ 17,487,966	—	(100.0)	—
Services & Supplies	14,640,335	12,145,390	—	(100.0)	—
Expenditure Transfer & Reimbursements	(141,716)	(182,991)	—	(100.0)	—
Total	$ 33,503,037	$ 29,450,365	—	(100.0)	—

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 2,799,962	$ 2,342,647	—	(100.0)	—
Fines, Forfeitures & Penalties	570,000	570,000	—	(100.0)	—
Revenue From Use of Money & Property	1,000	1,000	—	(100.0)	—
Intergovernmental Revenues	4,598,967	542,767	—	(100.0)	—
Charges For Current Services	8,998,043	8,623,091	—	(100.0)	—
Use of Fund Balance	9,423,803	10,063,887	—	(100.0)	—
General Purpose Revenue Allocation	7,111,262	7,306,973	—	(100.0)	—
Total	$ 33,503,037	$ 29,450,365	—	(100.0)	—

Planning and Development Services

Department Description

On September 25, 2012, the Board of Supervisors established the Department of Planning and Development Services (PDS). PDS combines the land use functions that used to be divided among various County departments – Planning and Land Use, Public Works, and Parks and Recreation. As a result, the Department of Planning and Land Use was dissolved. PDS is a brand new department with a new approach to serving customers. The new department creates a seamless land use process that works efficiently and maintains the highest quality review standards. PDS is responsible for long-range planning, including the County General Plan and Zoning Ordinance, which determine how communities will grow. The department analyzes privately-initiated land use projects to ensure compliance with land use regulations, and advises the Board of Supervisors and the San Diego County Planning Commission on the projects. PDS programs also help maintain public health and safety through building permit review and inspection, engineering services, as well as code compliance. PDS is committed to helping customers navigate the planning and development process.

Mission Statement

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Ensure public safety through application of public road standards into the design of county roadways for new land development projects.
- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Review proposed building plans to ensure structures are properly and safely designed.
  - Help customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.

  - Conduct building inspections during construction to ensure structures are built in accordance with approved building plans.
- Improve community health and safety conditions through elimination of dilapidated buildings and removal of substandard housing.
  - Respond to the public within 24 hours of receipt of code complaints.
  - Abate hazardous living conditions such as abandoned homes and dilapidated structures.
- Expand the new Geographic Information System (GIS) damage assessment tool to standardize the County and Federal Emergency Management Agency (FEMA) format for reporting damage assessment data, improving the timeliness of reporting data.

Strategic Initiative – Sustainable Environments

- Protect the environment and preserve community character through efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
- Improve the efficiency of land use programs that guide the physical development of the county's land through a balance of growth and conservation while collaborating with communities.
  - Present for Board of Supervisors consideration Form-Based Zoning Codes for the Ramona Town Center by June 2014. Similar to the Zoning Ordinance, the Form-Based Codes will include provisions on allowed uses, setbacks, height and information on development processes. The new codes will also provide detailed architectural and landscaping requirements and information to applicants on required street and trail improvements.

- Present for Board of Supervisors consideration the General Plan/Zoning Cleanup, which will resolve mapping errors, omissions and include other minor editorial changes.
- Complete public review of the North County Multiple Species Conservation Program text and environmental document by June 2015.
- Present for Board of Supervisors consideration the Forest Conservation Initiative General Plan Amendment which will ensure a sustainable environment and promote economic opportunities in the East County.

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and waivers.
- Ensure effective and efficient management of discretionary project applications from submittal to final decision.

Required Discipline for Excellence – Customer Satisfaction

- Develop a new customer service program for PDS, including identification of customer and stakeholder priorities, customer service training and an online customer satisfaction survey to measure performance.
- Provide quality customer service to customers by deploying performance improvements that minimize Building and Zoning Counter wait times.

Required Discipline for Excellence – Fiscal Stability

- Manage workload and staffing levels by balancing housing market fluctuations with fiscal and customer service stability.
- Present the annual Advance Planning Work Program to the Board for consideration by June 2014 to prioritize the deployment of resources for Advance Planning projects that streamline and update County policies and ordinances related to land development.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Develop a comprehensive workforce development program to enhance the skills of employees. The program will focus on assessment of current capabilities, areas of future growth and development and will include a targeted training program.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop mobile applications to improve the efficiency of operations and service to customers.
  - Enable building inspectors to access the Business Case Management System (BCMS) from the field, enhancing the efficiency of conducting field inspections.
  - Enable permit research by customers, reducing the need to visit or call a County office.
- Expand the use of electronic plan check correction lists to replace paper copy correction lists for use in building permits. Use of electronic correction lists improves processing times and communication with customers, as well as document management practices for PDS.
- Complete the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits fees and deposits, reducing the need for customers to physically visit an office.

Required Discipline for Excellence – Information Technology

- Continue to refine and enhance the BCMS that integrates land development permit operations, time accounting and finances of land development permits.
- Convert all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.
- Develop six new GIS layers in the Enterprise Data Maintenance Environment that will result in greater access and transparency of land use data management in the GIS system.

Related Links

For additional information about the Department of Planning and Development Services, refer to the website at www.sdcounty.ca.gov/pds.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Building and Zoning Counter wait time (in minutes)	See Table Note 1	See Table Note 1	See Table Note 1	25	25
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	See Table Note 1	See Table Note 1	See Table Note 1	90%	90%
Percentage of Building Inspections completed next day	See Table Note 1	See Table Note 1	See Table Note 1	100% of 24,000	100% of 25,000[2]
Project Planning number of discretionary projects to reach final decision and resolution[3]	See Table Note 1	See Table Note 1	See Table Note 1	350	350
New GIS layers added to the Enterprise Data Maintenance Environment [4]	See Table Note 1	See Table Note 1	See Table Note 1	6	6

Table Notes

[1]As of Fiscal Year 2013-14, the Department of Planning and Land Use (DPLU) was dissolved. A new department, Planning and Development Services (PDS), was established which consolidates the land use functions of the Department of Planning and Land Use (DPLU), Public Works and Parks and Recreation into one department to create a seamless land use process. As the CAO Recommended Operational Plan for Fiscal Years 2013-14 and 2014-15 reflects the first year of operation for PDS, no historical data for performance measures is reported. Please see the DPLU section of this document for additional information, including historical performance measure data.

[2]The total number of building inspections is expected to grow over future years, following the current trend of increasing building permit activity.

[3]This metric demonstrates the number of actual project applications to reach final decision by the approving body each year. Applicants of permit applications are primarily interested in their projects reaching final decision, thus this metric reports on this performance.

[4]New GIS layers provide additional data in the County's Enterprise Data Environment. Each year, additional layers are included that result in a larger breadth and depth of information, as well as accuracy and availability of the data environment for County and public use.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 175.00 staff years due to the transfer of 158.00 staff years from the Department of Planning and Land Use and the transfer of 17.00 staff years from Department of Public Works due to the consolidation of land development services to the Department of Planning and Development Services as approved by the Board of Supervisors September 25, 2012.

Expenditures

Increase of $31.2 million.

- Salaries and Benefits — increase of $19.8 million due to the transfer and consolidation associated with 175.00 staff years as described above.
- Services and Supplies — increase of $11.6 million due to the transfer and consolidation of land development services described above.
- Expenditure Transfer & Reimbursements — decrease of $0.2 million due to the transfer of land development services described above.

Revenues

Increase of $31.2 million.

- License Permits & Franchises — increase of $2.7 million due to the transfer of permit revenue from the consolidation of land development services described above.
- Fines, Forfeitures & Penalties — increase of $0.5 million due to the transfer of code enforcement citation fines from the consolidation of land development services described above.
- Intergovernmental Revenues — increase of $0.5 million due to the transfer of the Joint Powers Agreement for San Diego Geographic Information Source (SanGIS) and Multiple Species Conservation Program (MSCP) grant revenue from the consolidation of land development services described above.
- Charges for Current Services — increase of $11.2 million due to the transfer of funding from the consolidation of land development services described above.
- Use of Fund Balance — A total of $8.6 million is budgeted for use in Fiscal Year 2013-14 as follows: $1.4 million of General Fund fund balance for the Home Owner Relief and Green Building Permit Fee Waivers; $7.2 million of Land Use and Environment Fund Balance for mobile applications and web portal Design ($0.3 million); Public GIS Server Rebuild ($0.5 million); as well as rebudgets for one-time funding related to customer service training ($0.5 million), Accela Mobile Office Implementation ($0.1 million), Q-Matic Upgrade ($0.1 million); Electronic Document Submittal ($0.3 million); Property Specific Request General Plan Amendment ($1.5 million); Purchase of Agricultural Conservation Easement (PACE) ($1.9 million), Zoning Ordinance update ($1.1 million), Green House Gas Guidelines ($0.3 million), building permit fee waivers related to Firestorm 2007 ($0.5 million), and waste abatements ($0.1 million).
- General Purpose Revenue Allocation — increase of $7.6 million due to the consolidation of land development services described above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Decrease of $6.1 million due primarily to the anticipated completion of one-time projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration	—	—	13.00	—	13.00
Advance Planning	—	—	11.00	—	11.00
Project Planning	—	—	54.00	—	54.00
Land Development	—	—	23.00	—	23.00
Building Services	—	—	42.00	—	42.00
Code Enforcement	—	—	19.00	—	19.00
LUEG GIS	—	—	9.00	—	9.00
SanGIS COSD	—	—	4.00	—	4.00
Total	—	—	175.00	—	175.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Administration	—	—	$ 3,829,388	—	$ 2,707,482
Advance Planning	—	—	6,023,472	—	1,360,989
Project Planning	—	—	6,945,594	—	7,079,836
Land Development	—	—	3,338,251	—	3,397,732
Building Services	—	—	5,751,189	—	5,831,641
Code Enforcement	—	—	2,530,830	—	2,450,916
LUEG GIS	—	—	1,924,241	—	1,447,581
SanGIS COSD	—	—	835,798	—	843,550
Total	—	—	$ 31,178,763	—	$ 25,119,727

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	—	—	$ 19,798,820	—	$ 19,709,009
Services & Supplies	—	—	11,589,943	—	5,620,718
Expenditure Transfer & Reimbursements	—	—	(210,000)	—	(210,000)
Total	—	—	$ 31,178,763	—	$ 25,119,727

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	—	—	$ 2,721,461	—	$ 4,368,857
Fines, Forfeitures & Penalties	—	—	500,000	—	500,000
Revenue From Use of Money & Property	—	—	500	—	500
Intergovernmental Revenues	—	—	544,248	—	552,000
Charges For Current Services	—	—	11,233,170	—	11,748,194
Use of Fund Balance	—	—	8,623,887	—	179,887
General Purpose Revenue Allocation	—	—	7,555,497	—	7,770,289
Total	—	—	$ 31,178,763	—	$ 25,119,727

Public Works

Department Description

The Department of Public Works (DPW) enhances the health and safety of residents through a variety of critical activities. DPW is responsible for a variety of services including: the design, engineering, construction and maintenance of County roads. Additionally, the department manages County airports, wastewater systems, inactive landfills and special districts. Finally, DPW provides environmental review services; private land development construction inspection; land surveying and map processing; cartographic services; solid waste planning and diversion; and ensures watershed quality and flood protection.

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 the quality of service through optimal resource management.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Cleaned 390 miles of sanitary sewer collector mains within the sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Inspected 20 miles of targeted sewer mains within the sewer system to identify sewer defects and facilitate proactive facility repairs to reduce the risk of sanitary sewer spills.
- Upgraded the Jamacha wastewater pump station facility to protect public health and safeguard drinking water supplies at the Sweetwater Reservoir by minimizing the risk of sanitary sewer spills.
- Completed five 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, exceeding the goal of four presentations.

Strategic Initiative – Sustainable Environments

- Designed and initiated construction on 21 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network, exceeding the goal of 7 projects.
- Protected a sustainable watershed.
  - Provided water quality and watershed education by conducting 150 presentations to high school students at 90% of public high schools in the unincorporated area of the county as part of a long-term strategy for achieving positive behavioral changes.
  - Conducted outreach to residents with information and resources on stormwater pollution prevention at 18 community events throughout the unincorporated area of the county, exceeding the goal of 15 events.
  - Performed 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with State requirements, to reduce erosion and to minimize downstream pollutants.
  - Developed three watershed-based comprehensive load reduction plans addressing mitigation measures to meet bacteria levels in waterways in accordance with the San Diego Regional Water Quality Control Board requirements as approved by the Board of Supervisors on September 26, 2012.
  - Removed 26,100 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, exceeding the goal of removing 25,000 cubic yards of debris.
  - Swept 17,150 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean, exceeding the goal of sweeping 16,200 lane-miles.

- Attended 103 Watershed Urban Runoff Management Program (WURMP) meetings to foster water quality improvement through collaborative planning with partner agencies, exceeding the goal of attending 75 meetings. The County actively participates in developing and implementing WURMPs to improve surface water quality in eight county watersheds. Collaboration with partner agencies helps align priorities, leverage resources and identify regional efficiencies.
- Managed solid waste and oil generated in the unincorporated area of the county.
  - Worked with all 35 private developments with permits or permits pending that have 40,000 square feet or more of building space, to increase the tonnage of construction and demolition materials diverted from landfills with a goal of diverting 3,000 tons or 90% of inert materials and 70% of other recyclable materials.
  - Completed 18 oil collection and outreach events resulting in the recycling of 80,000 gallons of used oil and 15,000 used oil filters and exceeding the goal of 10 events.
  - Assisted 115 businesses and 55 multifamily complexes in initiating recycling programs, exceeding the goals of assisting 80 businesses and 20 complexes.
  - Provided education about recycling programs and benefits of recycling to 59 school classrooms, exceeding the goal of 50 classrooms.
  - Provided residential composting education at nine workshops, two community events and two unincorporated schools. Installed one new composting demonstration site at the 4S Ranch Community Garden. Provided one Master Composter course to residents to further their home composting knowledge.
  - Promoted recycling hotline and database and received 5,000 inquiries from the public.
  - Added information on 175 recycling centers/events to the online recycling database at www.wastefreesd.org.
- Provided Recycling Market Development Zone assistance to 10 businesses, exceeding the goal of 5 businesses. Worked collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.
- Partnered with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Partnered with property owners and the Rincon del Diablo Water District to plan and design the Harmony Grove Water Reclamation facility to provide safe and reliable collection and treatment of wastewater and for the production of reclaimed water for beneficial reuse in the water district service areas.

Strategic Initiative – Healthy Families

- Ensured that construction work by utility companies and private developers in the County's right-of-way that was within 1,000 feet of a school site provided safe access to schools for families and children.
- Repainted and re-marked crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. This kept children safe from traffic and provided safe routes to and from school. This activity is conducted annually to ensure markings are fresh and visible for maximum benefit.
- Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools, or 9% of all public and private schools in the unincorporated area of the county.

Required Discipline for Excellence – Customer Satisfaction

- Promoted and drove customer service as a top priority by providing customer service training to all employees, emphasizing customer focus in all management and section meetings, setting up a shared online customer service resource site, and participating in all land development service improvements and initiatives with Planning and Development Services.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implemented the recommendations from two business process reengineering events conducted in Fiscal Year 2011-12 to streamline efforts and enhance quality assurance. One project consolidated the roadside landscaping services formerly managed in several DPW sections into the Special Districts unit. Another project consolidated design and preparation of road maintenance projects, such as concrete-asphalt overlay projects, from two separate sections into DPW's Capital Improvement Program.

- Implemented upgrades to the County's Survey Record System (SRS) for improvement and stability. Finalized computer program upgrades, added 17 new document types and uploaded over 100,000 digital format document scans into the data base. This allows all County employees and the public customers to research, review and retrieve vital maps, plans, and documents on-line. Greatly enhanced the ability of the public customer to purchase all documents on the County's SRS website rather than having to visit the customer service desk to receive hard copies in person.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Complete four 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 – Sustainable Environments

- Design and initiate construction on at least 12 road and road-related infrastructure improvement projects that enhance the long-term sustainability of the transportation network.
- Work with contractors that are committed to the development and construction of sustainable, environmentally-efficient projects involving the use of recycled asphalt in County airport runway projects and the use of eco-friendly LED lighting on airport property.
- Protect a sustainable watershed and minimize downstream pollutants.
  - Provide water quality and watershed education by conducting 150 presentations to high school students at 90% of public high schools in the unincorporated area of the county as part of a long-term strategy for achieving positive behavioral changes.
  - Conduct outreach to residents with information and resources on stormwater pollution prevention at 15 community events throughout the unincorporated area of the county.
  - Perform stormwater inspections during the construction phase on private development projects to ensure compliance with State requirements and reduce erosion.
  - Remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program.
  - Sweep 16,200 lane-miles of roadway to clean debris from road surfaces.
  - Incorporate erosion control measures on 100% of 25 new infrastructure construction sites using stormwater Best Management Practices (BMPs) for erosion and sediment control, as required by State and regional stormwater permits.
- Manage solid waste and oil generated in the unincorporated area of the county.
  - Work with all private developments with permits or permits pending that have 40,000 square feet or more of building space (estimated 45), to increase the tonnage of construction and demolition materials diverted from landfills, with a goal of diverting 3,000 tons or 90% of inert materials and 70% of other recyclable materials. Goals for recycling diversion are limited by the number of projects, debris volumes, and how much is recycled.
  - Complete 15 oil collection and outreach events to recycle 80,000 gallons of used oil and 20,000 used oil filters.
  - Assist 10,080 businesses and 4,020 multifamily complexes in initiating recycling programs.
  - Provide education about recycling programs and benefits of recycling to 55 school classrooms.
  - Provide residential composting education at nine workshops, two community events and two schools in the unincorporated area of the county. Install one new composting demonstration site.
  - Promote the County's recycling hotline and database to achieve at least 5,000 inquiries from the public.
  - Add information on 65 recycling centers/events to the recycling database at www.wastefreesd.org.
- Provide Recycling Market Development Zone assistance to 10 businesses. Work collaboratively with applicable jurisdictions to provide assistance in siting and permitting of recycling sites.
- Partner with East Otay Mesa property owners, SANDAG, CalTrans and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.

Strategic Initiative – Healthy Families

- Protect public health and the environment by minimizing the risk of sanitary sewer spills.
  - Clean 390 miles of sanitary sewer collector mains within the sanitary sewer system.
  - Inspect 20 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.

- Plan and design a major upgrade of the Rancho San Diego wastewater pump station facility.
- Ensure that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Repaint and re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county.
- Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools, or 9% of all public and private schools in the unincorporated area of the county.

Required Discipline for Excellence – Customer Satisfaction

- Build stronger customer relationships through meetings and other communication with industry and resource agencies.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Develop and use a technical advisory staff group to recommend technical training, provide cross training and use other means to enhance the knowledge of technical and engineering staff.

Related Links

For additional information about the DPW, refer to the website at www.sdcounty.ca.gov/dpw.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated area of the county for pedestrians, bicyclists, buses and automobiles[1]	12% of 133	9% of 133	9% of 133	9% of 133	9% of 133
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools[2]	100%	100%	100%	100%	100%
Number of cubic yards of drainage waste/debris removed to protect water quality	25,404	25,000	26,100	25,000	25,000
New infrastructure construction sites that use erosion control measures[3]	100% of 29	100% of 26	100% of 26	100% of 25	100% of 25
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts	454	390	390	390	390

Table Notes

[1]This performance measure includes the total of existing private and public schools in the unincorporated area of the county. Publicly-maintained streets are adjacent to private schools as well as public schools, and safety is important at all of them.

[2]Includes both open and closed projects occurring during the fiscal year. This measure reflects assurance that 100% of development projects adjacent to schools address safety issues to protect the safety and well-being of children.

[3]The County has active DPW construction sites and must maintain proper stormwater controls throughout construction to ensure that pollution such as silt and debris does not enter local watersheds. All construction sites must have erosion controls in place. The number of overall sites decreased in Fiscal Year 2012-13 due to the economic slowdown.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Net decrease of 24.00 staff years department-wide includes the decrease of 11.00 vacant staff years as a result of decreased workload and the decrease of 17.00 staff years due to a transfer of the Land Development Project Management program to the Department of Planning and Development Services (PDS). On September 25, 2012, the Board established PDS to combine the land use functions that used to be divided among various County departments including DPW. This is offset by an increase of 4.00 staff years (2.00 staff years in Inactive Waste Landfill program and 2.00 staff years in DPW General Fund Watershed Protection Program) to meet operational needs and additional regulatory responsibilities. Additional transfers between DPW funds or divisions to meet operational needs as detailed below will result in no additional change in total staffing.

- Road Fund net decrease of 47.00 staff years due to reduction in workload, alignment of expenditures to available revenue, transfer of 19.00 staff years to DPW General Fund, transfer of 17.00 staff years to the Department of Planning and Development Services, and transfer between programs within the Road Fund and between the Road Fund and General Fund:
  - Land Development Program decrease of 40.00 staff years due to:
    - Transfer of 17.00 staff years from the Land Development Project Management program to PDS. Transfer of 19.00 staff years from the Land Development Private Development Construction Inspection program to DPW General Fund. This transfer aligns the functions of the Road Fund allowing the Road Fund to comply with Board of Supervisors Policy B-29, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.
    - Decrease of 4.00 staff years due to decreased workload in cartographic and field survey projects.
  - Engineering Services Program decrease of 6.00 staff years due to transfer of 1.00 staff year to the Transportation Services Program and the decrease of 5.00 staff years due to reduced workload. The transfer of 1.00 staff year from the Engineering Services Program to the General Fund is offset by 1.00 staff year from the General Fund resulting in no net change.
  - Transportation Services Program increase of 1.00 staff year due to transfer from the Engineering Services Program for increased workload resulting from maintenance projects.
  - Management Services Program decrease of 2.0 staff year due to workload reduction.
- Inactive Waste Program increase of 2.00 staff years to provide adequate supervision for crews and to perform preventive maintenance on inactive landfill sites as required by regulatory agencies.
- General Fund increase of 21.00 staff years due to transfer of 19.00 staff years from Road Fund Land Development Private Development Construction Inspection program to align staffing for private developer projects in the General Fund; and the addition of 2.00 staff years for Watershed Protection Program to fulfill the Total Maximum Daily Load requirements of inspection, enforcement, coordination between agencies, and the planning, design, permitting and right-of-way acquisition of capital improvement projects. Transfer of 1.00 staff year from General Fund to Road Fund, Engineering Services Program is offset by 1.00 staff year from the Road Fund to the General Fund resulting in no net change.

Expenditures

Net increase of $5.6 million.

- Salaries and Benefits — Net decrease of $1.7 million reflects defunding 11.00 vacant staff years partially offset by the addition of 4.00 staff years and an increase in workers' compensation, previously negotiated salary increases and increased County retirement costs.
- Services and Supplies — Net increase of $11.4 million.
  - Increase of $14.0 million is related to increases in various capital improvement projects, vehicle maintenance and fuel costs in the Equipment Operations Internal Service Fund (ISF), equipment maintenance in the San Diego County Sanitation District, costs from the City of San Diego Metropolitan Wastewater Department for the transportation of wastewater, contributions to the Equipment ISFs, Public Liability Insurance, Countywide overhead costs including depreciation for new buildings at the County Operations Center, utilities, facility management, landscaping services for maintenance of medians, and one-time information services system enhancements.
  - Decrease of $2.6 million is due primarily to completion of specialized stormwater studies funded by outside agencies and County one-time General

Fund fund balance, completion of cleanup activities at the Bonsall landfill and reduced use of outside consultants for the Detailed Work Program.

- Other Charges — Net increase of $7.5 million due primarily to a $9.0 million increase in one-time funding for the Environmental Trust Fund, $0.2 million increase due to depreciation expense in the Airports for structures and equipment, and an increase of $0.1 million in the equipment ISFs for equipment depreciation. This is offset by $1.6 million decrease due to completion of additional right-of-way for the Bear Valley Parkway North capital improvement project and $0.2 million decrease in infrastructure depreciation for fully depreciated airport projects.
- Capital Assets/Land Acquisition — Net increase of $1.7 million
  - Increase of $5.9 million in the San Diego County Sanitation District includes $4.5 million increase for the Rancho San Diego Pump Station Improvement project and $1.4 million increase for the Industry Road Interceptor Sewer Phase I Replacement, Ha-Hana Road project.
  - Decrease of $4.2 million includes decreases for various capital projects completed or near completion in the San Diego County Sanitation District and Airport Enterprise Fund.
- Capital Assets Equipment — Net decrease of $0.8 million includes a decrease of $1.4 million due to completion of one-time equipment purchases in Airports and a decrease in vehicle purchases in the Road Fund and Liquid Waste Equipment Acquisition ISFs offset by $0.5 million increase in vehicle purchases in the Airport Equipment Acquisition ISF and $0.1 million increase in the Road Fund for road pavement testing equipment.
- Fund Balance Component Increases — Decrease of $11.5 million due to completed funding for future capital projects in Lakeside, Julian and Wintergardens service areas in the San Diego County Sanitation District.
- Operating Transfers Out — Net decrease of $1.0 million reflects $1.5 million decrease due to the partial completion of a transfer between Road Fund and Road Fund Equipment Acquisition ISF offset by an increase of $0.5 million due to a transfer between the San Diego County Sanitation District and the Wastewater Enterprise Fund for one-time IT costs.

Revenues

Net increase of 5.6 million.

- Taxes Current Property — Increase of $0.05 million due to projected taxes from property owners for the Flood Control District.
- Taxes Other Than Current Secured — Increase of $0.8 million due to increase in Road Fund capital improvement projects funded by TransNet sales tax.
- Licenses Permits & Franchises — Decrease of $0.04 million includes decreases in permits for cancelled projects and a completed utility project offset by an increase in passenger facility charges at County operated airports.
- Revenue From Use of Money & Property — Net increase of $1.0 million.
  - $1.2 million increase includes $0.4 million increase in equipment rental rates in the equipment ISFs, a projected $0.7 million increase for rental properties owned by County airports and a $0.1 million increase for tie down and landing fees at County airports.
  - $0.2 million decrease due to declining interest earnings on investments and deposits in all DPW funds and lower fuel sales at County airports.
- Intergovernmental Revenues — Net increase of $7.0 million.
  - Increase of $8.1 million is related to a $2.0 million projected increase in Highway Users Tax based on increased taxes on gasoline, a $4.0 million increase due to a *Federal Emergency Management Assistance Homeland Security* grant for Wing Avenue Drainage project, a $1.1 million increase in *Federal Highway Planning and Construction* for *Federal Highway Administration* projects in the Road Fund; a $0.4 million increase in *State Construction Other* due to construction of State funded Safe Routes to School Bancroft Elementary School Sidewalks; a $0.6 million increase in *State Aid* from a $0.7 million increase for a grant funded landfill project offset by a $0.1 million decrease due to a completed special watershed study.
  - Decrease of $1.2 million related to a decrease of $0.6 million in *Indian Gaming* grant due to completion of construction for Dehesa Road and Wildcat Canyon Road Rubberized Asphalt; a $0.2 million decrease in *Community Development Block Grant* (CDBG) funded construction projects; and a $0.4 million decrease in *Federal Department of Transportation (DOT) Airport* due to completion or near completion of federally funded airport projects.
- Charges for Current Services — Net decrease of $1.2 million.
  - Decrease of $4.2 million includes a $3.3 million decrease due to transfer of staffing for private development projects from DPW to PDS; a decrease

of $0.2 million due to fewer sanitation capital improvement projects generating shared revenue from other governments; a $0.2 million reduction in sanitation sewer service charge rates due to fewer customers; a $0.1 million reduction in solid waste tonnage fees due to decreased operating costs; a decrease of $0.4 million due to near completion of projects funded by one-time Land Use and Environment Group fund balance.

- Increase of $3.0 million includes an increase of $1.4 million for the Fallbrook 1C burn site construction project funded by the Environmental Trust Fund; an increase of $1.2 million for capital improvement projects and work funded by Road Fund, Air Pollution Control, Capital Outlay, Internal Service, Airport Enterprise, Liquid Waste Enterprise, Inactive Waste, Special Districts, Library, and Survey Remonument funds; an increase of $0.1 million in Transportation Impact Fee funded capital improvement projects; an increase of $0.2 million due to increased developer deposit funded projects; and an increase of $0.1 million in custom fees at County airports due to an approved rate increase.

- Miscellaneous Revenues — Decrease of $0.4 million due to reduced funding available from the Stormwater Trust Fund for the Watershed Protection Program.
- Other Financing Sources — Net decrease of $0.9 million includes a decrease of $1.3 million for a transfer between the Road Fund and the Road Fund Equipment Acquisition ISF; a $0.1 million decrease for a transfer from the Wastewater Enterprise Fund to the Liquid Waste Equipment Acquisition ISF; offset by an increase of $0.4 million between the San Diego County Sanitation District and the Wastewater Enterprise Fund for one-time IT costs; and an increase of $0.1 million in the Road Fund for the sale of the Lemon Grove road station.
- Fund Balance Component Decreases — Increase of $2.6 million for Lakeside and Wintergarden service area projects in the San Diego County Sanitation District.
- Use of Fund Balance — Net decrease of $3.8 million. A total of $42.1 million budgeted includes
  - One-time General Fund fund balance of $9.0 million for the Environmental Trust Fund to fund multi-year, one-time projects at County maintained inactive landfills and burn sites.
  - One-time Land Use and Environment Group fund balance of $0.2 million for process improvement activities in the Private Development Construction Inspection program in the DPW General Fund.
  - Rebudget of $0.5 million of Land Use and Environment Group fund balance in the DPW General Fund for projects that will continue into Fiscal Year 2013-14 including the County's match for Integrated Regional Water Management's data management system; Proctor Valley Road vacation and closure; Business Case Management system (BCMS) staff work; Accela automation hardware and software for customer submittal of documents; and pre-storm preparation.
  - One-time funding of $32.4 million for various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; one-time capital improvement projects in Airports Program, San Diego County Sanitation District service area, Flood Control District, and Road Fund; maintenance for paving projects and potential emergencies in the Permanent Road Divisions; asset replacement in the Lighting District; and irrigation and landscaping projects in the County Service Area landscaping districts; and IT projects in the Road Fund.
- General Purpose Revenue Allocation — Increase of $0.6 million for two additional staff years and ongoing stormwater permit activities in the Watershed Protection Program.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

A net decrease of $30.9 million includes a decrease of $14.3 million in Services and Supplies due to the projected completion or near completion of Road Fund capital improvement projects and one-time projects; a decrease of $9.0 million in Other Charges due to the deletion of funding Fiscal Year 2013-14 for multi-year one-time projects in the Environmental Trust Fund; a decrease of $4.9 million in Capital Assets/Land Acquisition due to completion of capital projects in Airports and San Diego County Sanitation District; a decrease of $2.6 million in Capital Assets Equipment due to completed equipment purchases in the equipment ISFs; and a $1.3 million decrease in Operating Transfers Out due to the completion of a transfer between Road Fund and the Road Fund Equipment Acquisition ISF. An offsetting increase of $1.2 million in Salaries and Benefits is primarily due to an increase in County retirement costs.

Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Transportation Program	201.00	201.00	202.00	0.5	202.00
Land Development Program	84.00	83.00	43.00	(48.2)	43.00
Engineering Services Program	72.00	71.00	65.00	(8.5)	65.00
Solid Waste Management Program	17.00	17.00	19.00	11.8	19.00
Management Services Program	50.00	50.00	48.00	(4.0)	48.00
General Fund Activities Program	28.00	28.00	49.00	75.0	49.00
Airports Program	35.00	35.00	35.00	0.0	35.00
Wastewater Management Program	39.00	39.00	39.00	0.0	39.00
Total	526.00	524.00	500.00	(4.6)	500.00

Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Transportation Program	$ 35,903,433	$ 37,250,443	$ 38,003,502	2.0	$ 37,969,818
Land Development Program	15,289,859	14,564,165	8,092,962	(44.4)	7,987,358
Engineering Services Program	45,456,341	30,615,257	28,398,158	(7.2)	25,900,352
Solid Waste Management Program	7,117,264	6,321,657	8,425,803	33.3	6,532,650
Management Services Program	11,872,151	13,220,980	14,554,556	10.1	13,894,657
General Fund Activities Program	17,457,242	14,164,088	23,341,972	64.8	13,860,374
Airports Program	17,785,677	18,360,708	17,700,618	(3.6)	17,358,500
Wastewater Management Program	6,921,099	7,064,485	7,511,950	6.3	7,064,485
Sanitation Districts	40,703,296	40,219,977	33,775,944	(16.0)	26,740,544
Flood Control	12,579,400	7,470,592	13,882,112	85.8	8,199,292
County Service Areas	544,069	472,690	518,201	9.6	506,001
Street Lighting District	1,797,313	1,990,079	2,059,790	3.5	2,059,790
Permanent Road Divisions	7,959,608	7,831,022	8,945,080	14.2	8,945,080
Equipment ISF Program	10,913,260	13,024,509	12,964,325	(0.5)	10,224,825
Total	$ 232,300,012	$ 212,570,652	$ 218,174,973	2.6	$ 187,243,726

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 61,543,052	$ 61,544,450	$ 59,828,294	(2.8)	$ 60,990,113
Services & Supplies	118,282,592	113,165,143	124,541,981	10.1	110,216,419
Other Charges	20,675,404	11,983,499	19,521,540	62.9	10,523,238
Capital Assets/Land Acquisition	20,543,500	6,717,800	8,449,000	25.8	3,500,000
Capital Assets Equipment	3,278,500	4,704,000	3,876,500	(17.6)	1,320,000
Fund Balance Component Increases	50,000	11,465,898	—	(100.0)	—
Operating Transfers Out	7,926,964	2,989,862	1,957,658	(34.5)	693,956
Total	$ 232,300,012	$ 212,570,652	$ 218,174,973	2.6	$ 187,243,726

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 5,305,496	$ 5,228,448	$ 5,279,932	1.0	$ 5,279,932
Taxes Other Than Current Secured	9,997,488	4,294,088	5,110,699	19.0	4,871,368
Licenses Permits & Franchises	267,190	207,388	165,000	(20.4)	165,000
Revenue From Use of Money & Property	19,083,405	20,408,289	21,448,009	5.1	21,447,212
Intergovernmental Revenues	71,406,254	70,143,372	77,101,838	9.9	70,703,698
Charges For Current Services	56,807,841	55,166,506	53,952,105	(2.2)	53,007,715
Miscellaneous Revenues	1,191,598	2,130,098	1,696,692	(20.3)	1,502,598
Other Financing Sources	7,926,964	2,989,862	2,064,967	(30.9)	801,265
Fund Balance Component Decreases	16,261,474	—	2,551,989	—	2,000,000
Use of Fund Balance	38,063,054	45,913,902	42,072,274	(8.4)	20,610,079
General Purpose Revenue Allocation	5,989,248	6,088,699	6,731,468	10.6	6,854,859
Total	$ 232,300,012	$ 212,570,652	$ 218,174,973	2.6	$ 187,243,726

County of San Diego

Community Services Group

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Community Services Group Summary & Executive Office

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the former San Diego County Redevelopment Agency and Successor Agency. The six departments are:

- *Animal Services*
- *Housing and Community Development*
- *County Library*
- *Registrar of Voters*
- *General Services*
- *Purchasing and Contracting*

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and 2 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 customers – the public, client cities and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

2012-13 Anticipated Accomplishments

The departments of the Community Services Group collectively support all Strategic Initiatives and Required Disciplines for Excellence. Their program results are detailed in subsequent sections. Anticipated accomplishments include:

- Selection of the County Library as the 2012 Library of the Year by the Library Journal.
- Opened the new Lincoln Acres Library, community room, and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

- Increased the number of permanent vote-by-mail voters by 15.6% for a total of 798,020 voters.
- Completed the addition of Chinese language to voting and election materials.
- Improved County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Ensured that more than 70% of the dogs and cats in County animal shelters were reunited with their owner or adopted into a new home.
- Developed new communication channels to release timely housing-related information to the public in emergencies as well as information about ongoing housing and community development opportunities.
- Enabled electronic responses to County procurement efforts through enhancements to BuyNet, the County's e-procurement website.
- Conducted the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.

2013-15 Objectives

Community Services Group activities over the next two years continue the departments' support of the County's Strategic Initiatives, dedication to internal and external customer service, and maintaining a culture of accountability and transparency in the use of public resources. Objectives include:

Strategic Initiative – Healthy Families

- Support regional efforts with a variety of programs and outreach to reduce homelessness among families and veterans and increase self-sufficiency.

Strategic Initiative – Sustainable Environments

- Celebrate 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.

Required Discipline for Excellence – Essential Infrastructure

- Plan and design facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, and a new office for the Assessor/Recorder/County Clerk in El Cajon.
- Construct the new Registrar of Voters (ROV) building on the County Operations Center Campus, relocation of ROV operations and equipment in time to conduct the 2014 election cycle, and sale of the County Operations Center Annex, the current location of the ROV.
- Maintain County facilities by performing preventive maintenance on buildings and systems according to schedule.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Deliver training in procurement, contracting, and records management through both classroom and online.

Related Links

For additional information about the Community Services Group, refer to the website at www.sdcounty.ca.gov/community.

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $0.8 million

- Services and Supplies — net increase of $1.2 million due to one-time projects in the Department of General Services: $0.9 million for water and energy-efficiency projects in County facilities and $0.5 million for an infrastructure condition assessment of County parks offset by a decrease in a prior year one-time project of $0.2 million.
- Operating Transfers Out — net decrease of $0.5 million due to a decrease in prior year one-time projects of $0.7 million offset by an increase of $0.2 million for a one-time information technology project to improve building information data management in the Department of General Services.
- Management Reserves — no net increase. Management Reserves are budgeted as a contingency for unplanned operational and other unanticipated needs in departments.

Revenues

Increase of $0.8 million.

- Use of Fund Balance — increase of $0.8 million for a total budget of $4.9 million to fund one-time projects and provide management reserves for operating contingencies: $3.3 million for management reserves, $0.9 million for water and energy-efficiency projects in County facilities, $0.5 million for an infrastructure condition assessment of County parks, and $0.2 million for an information technology project to improve building information data management.
- General Purpose Revenue Allocation — No significant change.

Executive Office Budget Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $1.5 million due primarily to a decrease of $1.3 million in Services and Supplies and a decrease in Operating Transfers Out of $0.2 million due to due to the anticipated completion of prior year one-time projects.

Group Staffing by Department

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	123.00	123.00	123.00	0.0	123.00
County Library	280.50	270.00	270.00	0.0	270.00
General Services	331.00	336.00	338.00	0.6	338.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	63.00	64.00	64.00	0.0	64.00
Total	963.50	959.00	961.00	0.2	961.00

Group Expenditures by Department

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services Executive Office	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567
Animal Services	15,343,329	15,822,397	15,736,716	(0.5)	15,858,001
County Library	35,209,942	33,415,948	35,983,348	7.7	35,160,643
General Services	157,792,626	174,595,980	181,292,718	3.8	181,232,902
Housing & Community Development	24,139,672	24,456,940	23,366,257	(4.5)	23,485,522
Purchasing and Contracting	13,343,463	20,015,588	9,724,851	(51.4)	9,537,758
County of San Diego Redevelopment Agency	8,505,810	—	—	—	—
County Successor Agency	—	9,410,160	8,163,612	(13.2)	8,137,700
Registrar of Voters	28,772,369	21,094,756	18,613,081	(11.8)	17,334,028
Total	$ 289,106,372	$ 305,537,000	$ 300,420,837	(1.7)	$ 296,783,121

Executive Office Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Total	8.00	8.00	8.00	0.0	8.00

Executive Office Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services Executive Office	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567
Total	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567

Executive Office Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,383,905	$ 1,343,130	$ 1,360,753	1.3	$ 1,381,393
Services & Supplies	1,365,256	1,482,101	2,729,501	84.2	1,405,174
Operating Transfers Out	—	650,000	200,000	(69.2)	—
Management Reserves	3,250,000	3,250,000	3,250,000	0.0	3,250,000
Total	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567

Executive Office Budget by Categories of Revenue					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 791,836	$ 791,836	$ 791,836	0.0	$ 791,836
Use of Fund Balance	3,272,846	4,050,000	4,850,000	19.8	3,250,000
General Purpose Revenue Allocation	1,934,479	1,883,395	1,898,418	0.8	1,994,731
Total	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567

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 DAS' three shelters annually. DAS 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Euthanized 0% of healthy, friendly animals by reuniting animals with their owner or through adoption.
- Promoted child safety and injury prevention by conducting 80 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations.
- Responded to 87% of 29,000 patrol calls on time. Due to staffing shortages, DAS was unable to ensure at least 94.4% of patrol responses were on time according to DAS protocols for responding to various levels of priority calls.
- Conducted eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
  - Participated in four Community Emergency Response Team (CERT) meetings.
  - Conducted 10 presentations to community groups.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in joint facility tours and education programs with the San Diego Humane Society. Co-hosted 12 classroom or youth group visits to the Campus for Animal Care. These educational endeavors helped ensure that both animals and people were protected from neglect and abuse, promoting safe communities.

Strategic Initiative – Healthy Families

- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read through support of the Read to Feed Sheltered Animals effort.
- 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 Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs (ROP) from various schools in the county. DAS provided job training opportunities for 2 WAY students, 11 Mesa College students, 5 PIMA Medical Institute students, and 4 ROP students.

Required Discipline for Excellence – Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieved a customer satisfaction rating of 4.72 (on a scale of 1 to 5, with 5 being "excellent.)"

Required Discipline for Excellence – Regional Leadership

- Made eight presentations to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.

- Submitted three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provided 24 dog bite prevention presentations for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence – 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 in order to fill positions as needed.

Required Discipline for Excellence – Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
  - Ensured at least 71.4% of 26,000 sheltered dogs and cats were reunited with their owner or adopted into a new home.
  - Of animals that were euthanized, 33% were treatable. DAS provided medical care to as many treatable animals as possible and made every effort to place these animals with rescue partners and adopters. However, due to an increased volume of animals with pre-existing medical conditions that were surrendered or abandoned by their owners, DAS did not meet the goal of ensuring no more than 12.9% of treatable animals were euthanized.
  - Reduced the dependency on veterinary clinics by increasing the number of in-house sterilization surgeries by 500 over the previous year to 3,400, in order to reduce or eliminate wait times for adopters to take possession of their new pet.
- Developed and implemented one business process reengineering improvement that reduced costs or enhanced customer service, productivity or revenue. DAS improved its kennel inventory process by implementing a new system that greatly reduced the amount of time it takes to conduct a daily inventory of animals, improving efficiency and increasing productivity.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Promote child safety and injury prevention by conducting a minimum of 80 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations.
- Respond to 94.4% of patrol calls on time according to DAS protocols for responding to various levels of priority calls.
- Conduct eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Inform and educate county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
  - Participate in four Community Emergency Response Team (CERT) meetings per year.
  - Conduct 10 presentations to community groups.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and 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. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- In support of the County's *Live Well San Diego!* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook and website.

Strategic Initiative – Healthy Families

- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read through supporting animals.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through providing job training for at least one participant each in the County's Workforce Academy for

Youth, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools in the county.

Required Discipline for Excellence – Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 or higher (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence – Regional Leadership

- Make eight presentations per year to community or industry groups describing DAS services, disaster preparedness, 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 DAS services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention presentations per year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence – 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 in order to fill positions as needed.

Required Discipline for Excellence – Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focuses on the following key objectives:
  - Ensure at least 71.4% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
  - Ensure no more than 12.9% of treatable animals are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue by June 30, 2015.

Related Links

For additional information about the Department of Animal Services, refer to the website at www.sddac.com and follow the department on Facebook at www.facebook.com/sddac.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Sheltered dogs and cats either adopted or reunited with owners	69.7% of 23,267	71.4%	71.4% of 26,000	71.4.%	71.4%
On-time patrol response[1]	86% of 28,503 calls	94.4%	87% of 29,000 calls	94.4%	94.4%
Adoptable shelter animals euthanized[2]	0%	0%	0%	0%	0%
Euthanized animals that were treatable	25.3%[3]	12.9%	33%[3]	12.9%	12.9%
Customer Satisfaction Rating[4]	4.67	4.72	4.72	4.72	4.72

Table Notes

[1]Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2012-13, DAS was unable to ensure at least 94.4% of patrol responses were on time according to department protocols for responding to various levels of priority calls due to staffing shortages.

[2]Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[3]This goal was not met because 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 large numbers and lack of adoption or rescue options.

[4]Scale of 1 to 5, with 5 being “excellent.”

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Decrease of $0.1 million.

- Services and Supplies — decrease of $0.2 million due to the completion of special projects.
- Capital Assets Equipment — decrease of $0.2 million due to the completion of one-time fixed asset purchases.
- Salaries and Benefits — increase of $0.3 million primarily due to previously negotiated labor agreements and increased County retirement costs.

Revenues

Decrease of $0.1 million.

- Charges for Current Services — increase of $0.3 million for the contract cities' proportional share of the DAS operational budget.
- Use of Fund Balance — decrease of $0.5 million for completion of one-time projects and fixed asset purchases for a total budget of $0.1 million for major maintenance.
- General Purpose Revenue Allocation — increase of $0.2 million due to increased County retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.1 million. An increase in Salaries and Benefits of $0.2 million due to increased County retirement contributions offset by a $0.1 million decrease in Services and Supplies due to a decrease in major maintenance.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Animal Services	123.00	123.00	123.00	0.0	123.00
Total	123.00	123.00	123.00	0.0	123.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Animal Services	$ 15,343,329	$ 15,822,397	$ 15,736,716	(0.5)	$ 15,858,001
Total	$ 15,343,329	$ 15,822,397	$ 15,736,716	(0.5)	$ 15,858,001

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 10,460,992	$ 10,553,035	$ 10,813,413	2.5	$ 11,042,248
Services & Supplies	4,842,337	5,099,362	4,923,303	(3.5)	4,815,753
Capital Assets Equipment	40,000	170,000	—	(100.0)	—
Total	$ 15,343,329	$ 15,822,397	$ 15,736,716	(0.5)	$ 15,858,001

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 2,181,409	$ 2,170,204	$ 2,107,867	(2.9)	$ 2,107,867
Fines, Forfeitures & Penalties	3,000	3,000	3,000	0.0	3,000
Revenue From Use of Money & Property	66,061	66,061	66,061	0.0	66,061
Charges For Current Services	9,792,927	10,164,661	10,493,609	3.2	10,613,774
Miscellaneous Revenues	46,000	46,000	46,000	0.0	46,000
Use of Fund Balance	583,932	602,471	91,000	(84.9)	—
General Purpose Revenue Allocation	2,670,000	2,770,000	2,929,179	5.7	3,021,299
Total	$ 15,343,329	$ 15,822,397	$ 15,736,716	(0.5)	$ 15,858,001

County Library

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To inform, educate, inspire, and entertain.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Maintained current levels of services by presenting an average of 200 after-school programs per month, providing students and families a safe place for the pursuit of education and constructive civic engagement.

Strategic Initiative – Sustainable Environments

- Named 2012 "Library of the Year" by Library Journal magazine and Gale, an educational publishing company, for "profoundly demonstrating service to community" by automating services, increasing circulation and the number of programs it offers — despite the recession. The award is given each year to the top public library in the nation.
- Opened a new Lemon Grove Library. SDCL reached an agreement with the Lemon Grove School District (District) to continue providing public library services to City of Lemon Grove residents at a shared-use library at the Lemon Grove Middle School. SDCL assists the District in operating and managing the Lemon Grove Library.
- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Met the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as e-books, audio downloads, video 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.
  - The planned annual average circulation per item was not met due to lower foot traffic at the library branches.
  - Exceeded the goal of 66,000 participants in adult programs that promote lifelong learning and civic engagement by 52%, serving 100,000 participants.
  - Hosted 11 events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that note how library services change lives.
  - Launched "Seed Library" program at El Cajon Branch Library in November 2012, allowing 30 local gardeners to swap saved and unused seeds. The effort is in partnership with the Hawaii-based organization Eating In Public (www.nomoola.com), which provides a starter kit for host locations.

Strategic Initiative – Healthy Families

- Supported County of San Diego's *Live Well, San Diego!* Building Better Health initiative by presenting 140 healthy lifestyle programs per month, exceeding past levels of service by 20 programs for all ages per month.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed three library remodels in support of redesign of circulation, programming, information services, and support services performed in the branches and headquarters to increase efficiency, allowing SDCL to meet ongoing demands for services with staffing that has been significantly reduced due to resource constraints.

Required Discipline for Excellence – Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to their needs, professional, courteous, attentive and knowledgeable. Achieved a customer satisfaction rating of 4.70 (on a scale of 1 to 5, with 5 being "Excellent.")

Required Discipline for Excellence – Information Services

- Completed the radio frequency-enabled loss prevention security gates pilot project to deter theft of library materials at the Vista and El Cajon branch libraries.
- Placed 48 Google Chromebooks (wireless, ultralight laptops) into service for public use at eight branches including Borrego Springs, Casa de Oro, El Cajon, La Mesa, Rancho San Diego, San Marcos, Santee and Spring Valley.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Maintain the current levels of services by offering an average of 200 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego!* Living Safely initiative.
- Implement a pilot mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustain a participation rate of 20% out of 24 participants.

Strategic Initiative – Sustainable Environments

- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.
  - Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
  - Meet the planned annual average circulation per item.
  - Maintain participation in adult programs that promote lifelong learning and civic engagement by serving 100,000 participants.
  - Host events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that note how library services change lives.
- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.

Strategic Initiative – Healthy Families

- Support the County of San Diego's *Live Well, San Diego!* Building Better Health initiative by offering more than 140 healthy lifestyle programs for all ages every month.

Required Discipline for Excellence – Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. Achieve an average customer satisfaction rating of 4.70 or higher (on a scale of 1 to 5, with 5 being "Excellent.")
- Ensure customers are provided with quality programs that are current, relevant, and engaging. Achieve an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being "Excellent") for SDCL programs.

Required Discipline for Excellence – Information Services

- Complete the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post implementation assessment and review at 6 months; install another 24/7 Library-To-Go kiosk in Bonsall; examine the viability and feasibility for rolling out these devices to other potential locations.
- Plan and install, as needed, radio frequency-enabled loss prevention security gates to deter theft of library materials.

Related Links

For additional information about the County Library, refer to the website at www.sdcl.org.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Library hours open[1]	89,569	89,200	89,600	89,750	89,800
Annual average circulation per item[2]	7.98	8.00	7.40	7.50	7.50
Annual SDCL Virtual Branch Visitors[3]	N/A	14,000,000	15,900,000	16,000,000	16,000,000
SDCL virtual library resource sharing and services per capita[4]	1.73	1.77	1.40	1.50	1.50
Average customer satisfaction rating[5]	4.46	4.70	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[6]	4.82	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[7]	5,920,891	5,750,000	5,750,000	5,750,000	5,750,000

Table Notes

[1]Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2012-13 Actual number of hours open is higher than the Fiscal Year 2012-13 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours. The Fiscal Year 2012-13 Adopted level was underestimated. The Fiscal Year 2013-14 and 2014-15 Recommended levels reflect more accurate figures. The library hours vary each fiscal year due to the holiday schedule.

[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. The Fiscal Year 2012-13 Estimated Actual circulation is lower than the Fiscal Year 2012-13 Adopted level due to lower foot traffic at the library branches.

[3]The number of visitors is reflected by the following "doors" that customers to the Virtual Branch may enter on the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, BookLetters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now. Fiscal Year 2012-13 was the first year SDCL calculated this statistic with the noted data. As such, the Fiscal Year 2012-13 Actual number of visitors will be the new baseline for this measure.

[4]Measures the use of premium databases, e-Books, audiobook downloads, interlibrary (resource) sharing and online services (i.e., JobNow, HelpNow) by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2012-13 Estimated Actual level is lower than the Fiscal Year 2012-13 Adopted level due to allocating more of the books and library material budget towards printed books, resulting in reduced availability of databases that provided a wide range of resourceful information to library customers.

[5]On a scale of 1 to 5, with 5 being the highest level of customer satisfaction. Customer satisfaction indicates how individuals perceive SDCL's ability to provide services of value to them.

[6]On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perceptions of how well SDCL is meeting the needs of a diverse population.

[7]The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from "people counters" that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Increase of $2.6 million

- Salaries and Benefits — increase of $0.3 million due to an increase in County retirement contributions, flex credit, and worker's compensation costs.
- Services and Supplies — increase of $2.0 million primarily due to an increase in books and library materials ($1.0 million), allocated central support costs ($0.1 million), Department of General Services Internal Service Fund costs ($0.1 million), and major maintenance improvement projects at San Marcos, Vista, Rancho Santa Fe, Borrego Springs, Fallbrook, and Valley Center library branches ($0.8 million).
- Capital Assets Equipment — increase of $0.3 million due to an automated materials project and the installation of a 24/7 Library-To-Go kiosk.
- Management Reserves — budgeted for operating contingencies and pending labor negotiations.

Revenues

Net increase of $2.6 million

- Taxes Current Property — increase of $0.3 million in the current secured property tax projections.
- Intergovernmental Revenues — increase of $0.5 million in Redevelopment Agency Tax Increment projections.
- Charges For Current Services — decrease of $0.2 million in library services revenue projections.
- Other Financing Sources – increase of $0.9 million in General Fund contributions for major maintenance improvement projects and a 24/7 Library-To-Go kiosk.
- Use of Fund Balance — increase of $0.9 million. Total budget of $2.9 million will be used to fund management reserves of $1.0 million, major maintenance of $0.2 million, $0.2 million to provide a match for public donations for library materials, $0.1 million for an automated materials handler (book sorter), $1.0 million for additional books and library materials for library branches, and $0.4 million for holding position vacancies for new libraries at Alpine and Imperial Beach.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

A net decrease of $0.8 million in total expenditures. An increase of $0.4 million in Salaries and Benefits is primarily due to previously negotiated salary increases and an increase in County retirement contributions is offset by a decrease of $1.2 million in Services and Supplies and Capital Asset Equipment due to eliminating one-time costs of an automated materials project, a 24/7 Library-To-Go kiosk, and major maintenance projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Library Operations and Administration	19.75	19.75	19.75	0.0	19.75
Library Professional & Technical Support Service	42.25	38.25	38.25	0.0	38.25
Library Branch Operations	218.50	212.00	212.00	0.0	212.00
Total	280.50	270.00	270.00	0.0	270.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Library Operations and Administration	$ 5,947,930	$ 5,115,919	$ 5,223,025	2.1	$ 5,268,760
Library Professional & Technical Support Service	7,638,620	6,660,932	8,636,764	29.7	7,565,844
Library Branch Operations	21,623,392	21,639,097	22,123,559	2.2	22,326,039
Total	$ 35,209,942	$ 33,415,948	$ 35,983,348	7.7	$ 35,160,643

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 21,537,781	$ 21,229,306	$ 21,535,433	1.4	$ 21,975,714
Services & Supplies	12,072,161	11,141,642	13,134,979	17.9	12,184,929
Capital Assets Equipment	600,000	45,000	312,936	595.4	—
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Total	$ 35,209,942	$ 33,415,948	$ 35,983,348	7.7	$ 35,160,643

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 27,909,997	$ 27,909,997	$ 28,192,523	1.0	$ 28,266,122
Taxes Other Than Current Secured	437,569	375,000	421,461	12.4	421,461
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	1,150,000	1,212,569	1,737,951	43.3	1,737,951
Charges For Current Services	1,288,112	1,288,112	1,138,112	(11.6)	1,138,112
Miscellaneous Revenues	972,821	553,821	553,821	0.0	553,821
Other Financing Sources	—	—	935,000	—	—
Use of Fund Balance	3,346,443	1,971,449	2,899,480	47.1	2,938,176
Total	$ 35,209,942	$ 33,415,948	$ 35,983,348	7.7	$ 35,160,643

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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 include management of over 425 real estate leases; management of major maintenance and capital improvement projects exceeding $100 million annually; facility maintenance, security and mail management services totaling $50.5 million; and acquisition, maintenance and refueling of over 3,900 fleet vehicles. The DGS is also a committed leader in sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.

Mission Statement

To provide cost-effective, efficient, high quality and timely support services to County clients enabling them to fulfill their mission to the public.

2012-13 Anticipated Accomplishments

Strategic Initiative – Sustainable Environments

- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
  - Reduced total electricity usage at County facilities by 2% (20.72 to 20.31 kWh/SF) over prior fiscal year usage based on a kWh per square foot metric.
  - Reduced vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older, higher-emission vehicles.
  - Prepared a greenhouse gas inventory of County operations for calendar year 2012 and achieved 1% reduction (208,223 to 206,141 metric tons) in total greenhouse gas emissions compared to the prior calendar year.
  - Developed a Green Fleet Action Plan which identified opportunities and established a strategy to reduce the County's greenhouse gas emissions.

Strategic Initiative – Safe Communities

- Supported client departments in their public safety efforts.
  - Maintained availability of County-supported fire apparatus at a minimum of 95%.
  - Ensured maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline for Excellence – Essential Infrastructure

- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all 1,175 emergency requests within 4 hours of notification.
- Completed 96% (24,190 of 25,200) of targeted preventive maintenance actions to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Received the 2012 California Counties Facilities Services Association Award of Excellence in recognition of exceptional dedication to Facility Management Program excellence.
- Completed 100% of 140 active real estate lease acquisition inspections to ensure operational efficiency for County departments.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Completed construction and fully occupied the Phase 1B office buildings and Conference Center at the County Operations Center (COC).

- Completed construction of the Lincoln Acres Library and Community Room project which provided for the expansion of the library, community room, park play area and offices for the Lower Sweetwater Fire Protection District and Sheriff Department.
- Began construction of the new Rancho San Diego Sheriff's Station with completion by fall 2013.
- Began construction of the new Women's Detention Facility and on schedule to complete occupancy of Phase 1 of the project by summer 2014, with completion of the detention facility construction anticipated January 2016, subject to State funding.
- Awarded design-build contract for construction of the new Cedar and Kettner parking structure development with completion by winter 2014.
- Began construction of the County Administration Center Waterfront Park with completion by spring 2014.
- Completed relocation of 41 business tenants from property adjacent to the COC in order to relocate Registrar of Voters (ROV) by December 2013.
- Began construction of the new ROV building at the COC for completion in December 2013.
- Awarded a design-build contract for the new East Mesa Re-Entry and Rehabilitation Facility, with completion scheduled for spring 2014.
- Awarded a design-build contract for construction of the new Pine Valley Sheriff Substation replacing an undersized leased facility.
- On track to complete sale of the County Operations Center Annex property by January 2014.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed 96% (7,604 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
- Implemented a new service, fleet mobile maintenance, to reduce costs and increase operational efficiency within County departments.

Required Discipline for Excellence – Fiscal Stability

- Maximized postage discounts by bar coding a minimum of 95% of all 518,100 standard business letters.
- Matched the average market rental rate for Class B office space. However, the DGS did not meet the goal of reducing the cost of space for County operations to 95% or lower than the average market rental rate due to the consolidation of more than 300,000 square feet of space from long-term, below-average market rate leases to new COC facilities.
- Maintained and monitored the timely collection of rent revenue to ensure 97% (240 of 248) of all DGS leases were less than 30 days delinquent.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
  - Reduce total electricity usage at County facilities each year by 2% over prior fiscal year usage based on a kWh per square foot metric.
  - Reduce vehicle emissions by 3% of 4,371 metric tons (2011 baseline) for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles.
  - Prepare greenhouse gas inventories of County operations for calendar years 2013 and 2014. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
  - Implement Green Fleet Action Plan recommendations to reduce the County's vehicle related greenhouse gas emissions.

Strategic Initiative – Safe 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 for Excellence – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all emergency requests within 4 hours of notification.
- Complete 96% of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Complete the sale of COC Annex property by January 2014.

- Complete 100% of lease inspections on all County asset leases, excluding regional communication system radio sites, to ensure the maximum life of the asset is maintained.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Complete occupancy of Phase 1 of the new Women's Detention Facility project by summer 2014, with construction of the facility anticipated to be completed by January 2016, subject to State funding.
  - Complete construction of East Mesa Re-Entry and Rehabilitation Facility, and related support facilities in spring 2014.
  - Complete Phase 1 of the County Administration Center Waterfront Park in fall 2013 and Phase 2 in spring 2014.
  - Complete construction of the Rancho San Diego Sheriff Station in fall 2013.
  - Complete COC emergency generation consolidation in summer 2013.
  - Coordinate with Administrative Office of the Courts to begin construction of the new Downtown Courthouse, related Prisoner Transfer Tunnel and Courthouse/Hall of Justice Bridge by winter 2014 and completion by 2016.
  - By fall 2014, prepare a proposal for review by the Facilities Planning Board for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.
  - Complete the new design-build Pine Valley Sheriff Station project by summer 2014.
  - Award a design-build contract for the new Boulevard Fire Station for completion by winter 2014-15.
  - Award a design-build contract for the replacement of the Assessor/Recorder/County Clerk's El Cajon office for completion in winter 2015.
  - Coordinate with key departments to prepare long-term facility effectiveness assessments and master plans to be used as tools in the development of the Capital Improvement Needs Assessment and Major Maintenance Improvement Plan.
  - Award a design-build contract for the construction of a new 13,500 square feet Alpine library to replace the existing 3,018 square feet facility, for completion in spring of 2015.
  - Award a design-build contract for the construction of a new 14,000 square feet Imperial Beach branch library to replace the existing 5,100 square feet facility, with connectivity and potential improvements to the existing adjacent community center, for completion in spring 2015.
  - Initiate the next three-year cycle of facility condition assessments, including an assessment survey of parks infrastructure, to refresh the maintenance and renewal recommendations to the capital and major maintenance planning programs.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete 96% of vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.

Required Discipline for Excellence – Fiscal Discipline

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.
- Monitor leases on County-owned property ensuring that rents are paid within 30 days of due date for 97% of the leases.

Related Links

For additional information about the Department of General Services, refer to the website at www.sdcounty.ca.gov/general_services.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Major Maintenance Improvement Plan and capital projects completed within estimated budget	95% of 140	93% of 140	93% of 140	93% of 150	93% of 150
Electricity consumption decrease per square foot[1]	3.5% of 21.47 kWh/SF	2% of 20.72 kWh/SF	2% of 20.72 kWh/SF	2% of 20.31 kWh/SF	2% of 19.90 kWh/SF
County operations greenhouse gas emissions reduction[2]	N/A	1% of 208,223 Metric Tons CO_2e	1% of 208,223 Metric Tons CO_2e	1.5% of 205,100 Metric Tons CO_2e	2% of 200,900 Metric Tons CO_2e
Law enforcement patrol vehicles available	95% of 470	95% of 495	95% of 495	95% of 495	95% of 495
Fire services program apparatus available	95% of 38	95% of 45	95% of 45	95% of 53	95% of 65
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 2,130	100% of 2,500	100% of 1,175	100% of 1,175	100% of 1,175
Monthly facilities' preventive maintenance actions completed	100% of 2,000	96% of 2,100	96% of 2,100	96% of 2,300	96% of 2,300
Applicable monthly mail bar coded/total pieces of mail	95% of 496,300	95% of 496,300	95% of 518,100	95% of 525,150	95% of 518,100
County office space lease rate as a percentage of San Diego area Class B office rental rate[3]	95.65% ($1.98 of $2.07)	95% ($1.98 of $2.08)	100% ($2.01 of $2.01)	N/A	N/A
Leases managed less than 30 days delinquent[4]	N/A	N/A	97% 240 of 248	97% 240 of 248	97% 240 of 248

Table Notes

[1]Effective Fiscal Year 2011-12, all County facilities are included in the electricity consumption target decrease.

[2]New metric effective Fiscal Year 2012-13 is based on the Climate Action Plan approved by the Board of Supervisors in June 2012 and its identified goal of 1% reduction of greenhouse gas emissions of County operations.

[3]In Fiscal Year 2011-12, below-market County leases and continued lower-market rental rates throughout the San Diego region caused the percentage to drop slightly to 95.65% ($1.98 per sq. ft. versus $2.07 per sq. ft.). In Fiscal Year 2012-13, the department was able to reach the average market rental rate for Class B office space, but was unable to achieve the goal of reducing County rent to a level of 95% or less than market because more than 300,000 square feet of space leased at levels below the average rental rate were terminated due to lease consolidations at the COC. This measure will be discontinued beginning Fiscal Year 2013-14.

[4]In Fiscal Year 2013-14, General Services added a new metric to monitor the delinquency rate of leases for County-owned property ensuring that rents are paid within 30 days of due date for 97% of all County owned leases.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 2.00 staff years for dedicated property management services to oversee the administrative support requirements at the COC and County Administration Center campuses.

Expenditures

Net increase of $6.7 million.

- Salaries and Benefits —increase of $0.6 million due to the increase in 2.00 staff years as described above and increases in County retirement contributions and other benefit costs.
- Services and Supplies — increase of $7.2 million.
  - Increase of $1.9 million for costs associated with A-87 costs and other department overhead.
  - Increase of $1.7 million for contracted services and routine maintenance of County-owned facilities.
  - Increase of $1.5 million for anticipated Major Maintenance projects.
  - Increase of $1.4 million related to an overall increase of utility costs and County departments moving from leased space to the County-owned COC.
  - Increase of $1.4 million for one-time projects for a countywide water efficiency project ($0.5 million), an infrastructure condition assessment of County parks ($0.5 million), and for the implementation of a consolidated Building Automation System ($0.4 million), also referred to as "Smart Building" technology.
  - Increase of $0.5 million to align appropriations with actual costs related to maintaining fleet vehicles.
  - Increase of $0.3 million related to the increase in demand for fuel and increases in fuel costs.
  - Decrease of $1.5 million for energy-efficiency projects due to unanticipated delays in the external approval process.
- Other Charges — increase of $0.6 million.
  - Increase of $0.3 million due to increased depreciation costs for equipment located at the COC.
  - Increase of $0.3 million related to the repayment of the On-Bill Finance (OBF) loans which are used to fund energy-efficiency projects.
- Capital Assets Equipment — net decrease of $0.2 million.
  - Decrease of $0.4 million for one-time costs to upgrade the fleet management application.
  - Increase of $0.2 million for a one-time cost to transfer project Building Information Model (BIM) data on spaces, areas, equipment and other key data elements for maintenance, operations and warranty into Tririga, the facilities management application.
- Operating Transfers Out — decrease of $1.5 million to reflect the reduction in transfers to the Major Maintenance Internal Services Fund for delayed energy-efficiency projects as described above.

Revenues

Net increase of $6.7 million.

- Revenue from Use of Money & Property — decrease of $1.2 million.
  - Decrease of $0.7 million in rents and concessions due to the loss of lease revenue related to current construction projects including the previously leased Chesapeake properties and the Cedar-Kettner parking lot.
  - Decrease of $0.4 million in interest on deposits due to lower than anticipated interest received for the acquisition of replacement vehicles.
- Charges for Current Services — increase of $10.1 million reflects services provided to client departments based on operational needs.
- Miscellaneous Revenues — increase of $0.1 million to account for the trust fund reimbursement related to energy-efficiency programs.
- Other Financing Sources — net decrease of $3.7 million.
  - Decrease of $1.5 million due to a reduction in OBF funding for energy-efficiency projects due to unanticipated delays in the approval process.
  - Decrease of $1.5 million in the operating transfer to the Major Maintenance Internal Service Fund decreasing the funding to support the energy-efficiency projects as described above.
  - Decrease of $0.7 million for one-time funding related to the completion of the upgrade for the fleet management application ($0.4 million) and a decrease in the operating transfer related to non-billable project management services provided to County departments ($0.3 million).
  - Decrease of $0.3 million due to a technical adjustment to record the loss on disposal of fixed assets in Fleet Management.

- Increase of $0.2 million for one-time funding to transfer project Building Information Model (BIM) data on spaces, areas, and equipment into Tririga as described above.

- Use of Fund Balance — increase of $1.1 million. A total of $9.6 million is budgeted to fund the Fleet Management Internal Service Fund Countywide replacement acquisition program.
- General Purpose Revenue Allocation — increase of $0.3 million to fund non-billable project management services provided to County departments.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

A net decrease of $0.1 million is due to an increase of $1.4 million associated with anticipated additional staffing for the new Las Colinas Women's Detention Facility, partially offset by a decrease of $1.5 million primarily due to the completion of one-time projects.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Facilities Management Internal Service Fund	273.00	278.00	280.00	0.7	280.00
Fleet Management Internal Service Fund	58.00	58.00	58.00	0.0	58.00
Total	331.00	336.00	338.00	0.6	338.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Facilities Management Internal Service Fund	$ 112,029,829	$ 126,228,747	$ 130,860,685	3.7	$ 130,723,468
Fleet Management Internal Service Fund	44,286,797	46,582,233	48,647,033	4.4	48,714,434
General Fund Contribution to GS ISF's	1,476,000	1,785,000	1,785,000	0.0	1,795,000
Total	$ 157,792,626	$ 174,595,980	$ 181,292,718	3.8	$ 181,232,902

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 33,387,579	$ 34,497,419	$ 35,094,951	1.7	$ 36,544,298
Services & Supplies	98,392,535	108,919,572	116,137,793	6.6	114,818,630
Other Charges	11,506,890	11,082,221	11,683,816	5.4	11,683,816
Capital Assets Equipment	9,408,247	9,985,581	9,785,581	(2.0)	9,585,581
Contingency Reserves	103,000	103,000	103,000	0.0	103,000
Operating Transfers Out	4,994,375	10,008,187	8,487,577	(15.2)	8,497,577
Total	$ 157,792,626	$ 174,595,980	$ 181,292,718	3.8	$ 181,232,902

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ 2,243,679	$ 2,785,757	$ 1,621,585	(41.8)	$ 1,621,585
Intergovernmental Revenues	3,372,235	3,364,973	3,372,403	0.2	3,372,403
Charges For Current Services	135,980,011	141,889,937	152,008,390	7.1	152,126,574
Miscellaneous Revenues	872,421	1,078,186	1,202,182	11.5	1,204,182
Other Financing Sources	5,394,375	15,458,187	11,737,577	(24.1)	11,547,577
Use of Fund Balance	8,464,905	8,483,940	9,565,581	12.7	9,565,581
General Purpose Revenue Allocation	1,465,000	1,535,000	1,785,000	16.3	1,795,000
Total	$ 157,792,626	$ 174,595,980	$ 181,292,718	3.8	$ 181,232,902

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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. HCD 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 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.

2012-13 Anticipated Accomplishments

Strategic Initiative – Healthy Families

- Provided 20 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency, or who reside in public housing, exceeding the goal of 15 scholarships.
- Provided $65,000 for the County Health and Human Services Agency's (HHSA's) Hotel/Motel Voucher Program to help close the gap in funding for emergency housing for 150 homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Promoted self-sufficiency by issuing 30 housing choice vouchers to eligible homeless families graduating from transitional housing programs. The goal of supporting 100 families was not met because the number of families assisted is dependent upon the number of referrals from the 12 homeless service agencies through the County's Continuum of Care program. All eligible participants referred from the agencies in Fiscal Year 2012-13 were assisted.
- Supported the County's *Live Well, San Diego!* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that served 75 youth aging-out of the foster care system, exceeding the goal of 65 youth, and 52 families with children that were participants of the County's substance abuse recovery and family reunification programs, exceeding the goal of 44 families.
- Provided rental assistance to permanently house 231 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program, exceeding the goal of 200. Utilization of these vouchers is dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs (VA).
- Supported the *Live Well, San Diego!* Building Better Health initiative by establishing partnerships with HHSA First Five Commission, Aging and Independence Services, and Public Health Services to provide new resources to Family Self-Sufficiency Program participants offering needed services to those working toward self-sufficiency.
- Collaborated with the U.S. Department of Veterans Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), other housing authorities, and local nonprofit agencies to reduce the time to house homeless veterans. This effort streamlined referral processes, inspections, and internal procedures resulting in housing 103 homeless veterans in 100 days.

Strategic Initiative – Sustainable Environments

- Ensured environmental reviews were performed on 100% (80 projects) of federally funded programs included in the Fiscal Year 2012-13 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by

the Department of Public Works. In compliance with HUD regulations, HCD ensured environmental reviews were completed on all program projects in order to analyze the effect a proposed project will have on the people and the natural environment within a designated project area and the effect that the material and social environment may have on a project.

Strategic Initiative – Safe Communities

- Supported the *Live Well, San Diego!* Living Safely initiative by promoting crime-free communities and renewing annual Crime-Free Certifications at all four public housing sites, in collaboration with the local police department.
- Educated the community by conducting five community outreach meetings throughout the county regarding 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, exceeding the goal of four community outreach meetings.
- Addressed issues impacting community living standards by conducting 10 community revitalization meetings with policymakers and stakeholders.
- Promoted fair housing by completing 35 random site tests on multifamily rental properties to ensure compliance with fair housing laws.
- The goal to ensure that permanent affordable housing providers were in compliance with the Uniform Federal Accessibility Standards (UFAS) by requiring at least 20% (8 out of 40 providers) complete the UFAS Accessibility Checklist Self-certification was not met during Fiscal Year 2012-13 due to a restructuring of available resources based on 3 cumulative fiscal year net reductions totaling 34% of Community Development Block Grant, and 50% of HOME Investment Partnerships program funds. The feasibility of conducting this activity will be reevaluated for inclusion in upcoming fiscal years.
- Supported the *Live Well, San Diego!* Building Better Health initiative by funding 24 public community projects for parks, street/sidewalk improvements, public services, community, youth and family centers, American with Disabilities Act (ADA) improvements and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Inspected 100% of 11,292 units that were leased through the Rental Assistance Division and ensured that these units were decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence – 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.
- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service was provided was achievement of a customer service satisfaction rating of 4.90 (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence – Information Services

- Leveraged two new communication channels by using recorded messages and videos to provide timely housing-related information in the event of an emergency and highlighted community development, housing, employment and self-sufficiency opportunities.
- Provided enhanced customer service and created program efficiencies by implementing a web-based module that allows 24/7 self-service when completing or updating rental assistance applications.

Required Discipline for Excellence – Regional Leadership

- As the Lead Agent and Collaborative Applicant on behalf of the Regional Continuum of Care Council (RCCC), submitted the annual application to HUD and was awarded $15.1 million in homeless funding on behalf of the Regional Continuum of Care (CoC) to address homelessness in the San Diego region. Since 1997, more than $65 million has been awarded to County homeless housing programs. These funds support 52 local homeless housing programs that help individuals, families, veterans and victims of domestic violence. The funding addresses a wide variety of housing needs including transitional housing, permanent supportive housing and the Homeless Management Information System (HMIS).
- Demonstrated regional leadership by providing three presentations on the County's homeless programs to public groups, and by participating in two outreach activities to address homelessness in the San Diego region.

2013-15 Objectives

Strategic Initiative – Healthy Families

- Provide $65,000 for HHSA's Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Support the *Live Well, San Diego!* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 40 families with children that are participants of the County's substance abuse recovery and family reunification programs.
- Provide 15 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self- sufficiency or that reside in Public Housing.
- Promote self-sufficiency by providing permanent housing for up to 200 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County's Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.
- Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation of $102.7 million or issue up to 11,195 vouchers to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well, San Diego!* Building Better Health initiative.
- Provide rental assistance to permanently house up to 305 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the VA.
- Increase the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 10 total participants, to allow recipients and their families access to permanent housing.
- Use the Family Self Sufficiency and Ross Service Coordinator Program Coordinating Committee (PCC) to provide program participants three new resources to promote self-sufficiency.

Strategic Initiative – Safe Communities

- Ensure environmental reviews are performed on 100% (minimum of 62) of federally funded programs included in the Fiscal Year 2013-14 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works. In compliance with HUD regulations, HCD will ensure environmental reviews will be completed on all program projects in order to analyze the effect a proposed project will have on the people and the natural environment within a designated project area and the effect the material and social environment may have on a project.
- Based on the recently completed Energy Roadmap, implement two energy-efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, replace refrigerators with ENERGY STAR models, install motion-sensor lighting and install low-flow kitchen faucets or faucet aerators).
- Educate the community by conducting a minimum of four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS.
- Address issues impacting community living standards by conducting 10 community revitalization meetings with policymakers and stakeholders.
- Promote fair housing by completing a minimum of 35 random site tests on multifamily rental properties to ensure compliance with fair housing laws.
- Provide First-Time Homebuyer assistance or HOME Repair assistance to at least 30 households.
- Support the *Live Well, San Diego!* Building Better Health initiative by funding 23 public community projects for parks, street/sidewalk improvements, public services, community, youth and family centers, health clinics, American with Disabilities Act (ADA) improvements and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

- Inspect 100% of 11,395 units that are leased through the Rental Assistance Division and ensure that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to continue to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.
- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service is provided will be to achieve a customer service satisfaction rating of 4.7 or better (on a scale of 1 to 5 with 5 being "excellent").

Required Discipline for Excellence – Regional Leadership

- Provide regional leadership through participation in two housing industry organizations and/or by providing up to three presentations to relevant groups/events.
- Participate in the regular San Diego Housing Federation Policy Committee meetings. The Federation leads the region's efforts in identifying housing opportunities and challenges affecting the local community. HCD represents the County's interests in the effort to produce, improve, and preserve local housing options. The Federation conducts its advocacy efforts in all 18 cities in the San Diego region and the unincorporated areas of San Diego County. The Federation also monitors and takes positions on State and federal housing programs, regulations and legislation.

Required Discipline for Excellence – Information Services

- Implement a newly created web-based module for rental assistance applications. It is anticipated that 2,500 applicants will establish user accounts to update rental assistance applications and that the self-service application will reduce processing time for waiting list database updates from 7 days to 1 and enhance customer service.
- Provide enhanced customer service by sharing/disseminating information on Housing Quality Standards (HQS) inspections via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners will complete ethics training.
- To encourage the highest level of ethical standards, engage in a public education campaign to heighten awareness of program integrity. Due to increased awareness, it is anticipated that the number of reports of potential program fraud will increase by 10% to 40 of 400 total fraud reports.

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at www.sdcounty.ca.gov/sdhcd/index.html and follow HCD on Facebook at www.facebook.com/sdhcd.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher[1]	100% of 10,863	98% of 11,015	100% of 11,015 ($108 million)	100% of 11,195 ($102.7 million)	100% of 11,195 ($102.7 million)
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[2]	36	30	30	30	30
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care[3]	505	248	248	244	244
Number of Community Development projects completed to enhance low-income neighborhoods and communities[4]	29	23	24	23	20
Number of random site tests to ensure compliance with Fair Housing laws or regulations[5]	40	35	35	35	N/A
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards[6]	100% of 10,783	100% of 11,292	100% of 11,292	100% of 11,359	100% of 11,359
Level of customer satisfaction[7]	4.9	4.7	4.9	4.7	4.7
Number of beneficiaries served with hotel/motel vouchers within the Urban County[8]	N/A	N/A	150	150	150

Table Notes

[1]Maximum number of authorized rental assistance vouchers is 11,015 with an actual federal funding allocation of $108 million for Fiscal Year 2012-13; Fiscal Year 2013-14 includes a maximum of 11,195 vouchers with an estimated decreased federal funding allocation to $102.7 million. Effective Fiscal Year 2013-14 this measure has been revised to report the percent usage of the federal funding allocation for housing assistance with a goal of maximizing the number of families assisted by issuing up to 11,195 vouchers as authorized by HUD. The 2013 federal funding allocation is subject to change based on the passage of the Appropriations Act 2013.

[2]The Home Repair Program emphasizes energy efficiency, accessibility and safety. Due to market conditions, the number of households assisted in the First-Time Homebuyer Program has been reduced following Fiscal Year 2011-12. Assuming market conditions remain stable, it is anticipated that about 30 households will be assisted in Fiscal Year 2012-13 to 2014-15 through both the First-Time Homebuyer and Home Repair programs.

[3]Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18-24 years; HOPWA: Housing Opportunities for Persons with AIDS; Shelter Plus Care: housing and services for homeless and disabled individuals and families; VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal

funding allocations to these programs and the housing assistance cost per family. Effective Fiscal Year 2012-13, the VASH program is now included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers.

[4]It is anticipated that the number of completed projects will decline due to potential entitlement reductions and potential nonfederal funding reductions impacting partner agencies administering CDBG projects.

[5]Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability. The existing contractual agreement with HCD's Fair Housing contract provider expires in March 2014. New fair housing goals and performance measures will be established by HCD for Fiscal Year 2014-15 and future years once procurement efforts and contract negotiations are completed.

[6]Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.

[7]Overall customer satisfaction rating on a scale of 1 ("unsatisfactory") to 5 ("excellent"), where 4 is "very satisfactory."

[8]New measure effective Fiscal Year 2013-14 to reflect HCD's priorities. HCD provides funding on behalf of the Urban County to provide for winter shelter needs where facilities are unavailable. The Urban County consists of the unincorporated areas of the County of San Diego and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach. The program typically runs from late November through April and provides vouchers for hotel/motel rooms for families with children, the disabled, and the elderly.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $1.1 million.

- Salaries and Benefits — net decrease of $0.1 million due to increased County retirement contributions offset by projected salary savings from vacant positions. .
- Services and Supplies — net increase of $0.5 million.
  - Increase of $1.6 million in contracted services for affordable housing projects based on one-time carryover of remaining prior year Home Investment and Partnership Grant (HOME) funding allocation.
  - Increase of $0.2 million in contracted services for emergency housing services based on one-time carryover of remaining prior year Emergency Shelter Grant (ESG) funding allocation.
  - Decrease of $0.4 million in program administration cost due to elimination of one-time project cost for data automation, decrease in various discretionary expenses to offset cost increases in other services such as utilities and contracted information technology services.
  - Decrease of $0.2 million in affordable housing project cost based on one-time carryover of prior year remaining Community Development Block Grant (CDBG) funding allocation reallocated to CDBG community improvement and residential rehabilitation projects.
  - Decrease of $0.6 in Shelter Plus Care (SPC) program contracted services for community-based homeless assistance based on decreased federal annual funding.
  - Decrease of $0.1 million in Housing Opportunities for Persons with Aids (HOPWA) program contracted services for temporary housing services due to reallocation of funds to rental housing assistance.
- Other Charges — net decrease of $1.5 million.
  - Decrease of $1.7 million in project cost due to reallocation of HOME funding annually allocated to housing assistance and other cities projects to HOME affordable housing based on the approved 2013-14 Annual Funding Plan Allocation.
  - Decrease of $0.8 million in project cost for residential rehabilitation loans based on a lower estimate of the amount of loans funded with the CalHome grant to be completed in Fiscal Year 2012-13. The CalHome State funding is used to augment the First-Time Homebuyer Program.

- Increase of $0.1 million in community development and residential rehabilitation project cost due to one-time carryover of remaining prior year CDBG uncommitted funding allocation.
- Increase of $0.1 million in project cost for rental assistance to rapidly provide housing assistance to eligible low-income veterans based on available ESG grant allocation.
- Increase of $0.5 million in SPC project cost for temporary housing assistance administered through the Housing Authority based on a grant contract by HUD.
- Increase of $0.3 million in project cost for rental assistance for eligible low-income individuals based on a one-time carryover of remaining prior year HOPWA funding allocation.

Revenues

Net decrease of $1.1 million.

- Intergovernmental Revenue — net decrease of $1.0 million.
  - Decrease of $0.8 million in CalHome revenue based on an estimated lower number of completed First Time Homebuyer Assistance loans in Fiscal Year 2013-14. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
  - Decrease of $0.2 million in SPC revenue based on the actual amount of grant funding awarded to the County. The SPC grant provides funding for efforts by nonprofit providers, State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
  - Decrease of $0.1 million in HOME revenue due to the elimination of a one-time rebudget of funds in Fiscal Year 2012-13.
  - Decrease of $0.6 million in Aid from the Housing Authority revenue for program administration based on a decreased funding allocation for calendar year 2013.
  - Increase of $0.3 million in CDBG revenue based on one-time carryover of remaining prior year funding allocation for housing administration activities.
  - Increase of $0.3 million in ESG revenue based on one-time carryover of remaining uncommitted prior year funding allocation.
  - Increase of $0.1 million in HOPWA revenue based on one-time carryover of remaining prior year uncommitted funding allocation for rental and housing assistance services partially offset with elimination of one-time rebudget of funds from Fiscal Year 2012-13.
- Miscellaneous Revenue — Increase of $0.1 million in revenue from program income based on anticipated loan reconveyances.
- Use of Fund Balance — decrease of $0.2 million. A total budget of $0.3 million includes the rebudget of $0.1 million for a one-time communications equipment improvement project and $0.1 million for affordable housing contracts monitoring and program administration costs related to the Successor Housing Agency program for temporary rental housing assistance to eligible low-income residents in the Gillespie Field and Upper San Dieguito River Improvement Project areas.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.1 million due to an increase of $0.2 million in Salaries and Benefits for increased County retirement contributions offset by a decrease in Services and Supplies of $0.1 million based on a one-time expenditure of Use of Fund Balance for communications equipment improvement.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Total	102.00	102.00	102.00	0.0	102.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Housing & Community Development	$ 11,915,777	$ 11,718,925	$ 11,204,882	(4.4)	$ 11,324,147
County Successor Agency - Housing	—	105,000	63,000	(40.0)	63,000
HCD - Multi-Year Projects	12,223,895	12,633,015	12,098,375	(4.2)	12,098,375
Total	$ 24,139,672	$ 24,456,940	$ 23,366,257	(4.5)	$ 23,485,522

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 9,387,557	$ 9,140,248	$ 9,059,858	(0.9)	$ 9,269,123
Services & Supplies	10,228,312	9,809,875	10,313,199	5.1	10,223,199
Other Charges	4,616,803	5,589,817	4,076,800	(27.1)	4,076,800
Expenditure Transfer & Reimbursements	(93,000)	(83,000)	(83,600)	0.7	(83,600)
Total	$ 24,139,672	$ 24,456,940	$ 23,366,257	(4.5)	$ 23,485,522

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 23,439,598	$ 23,805,319	$ 22,829,686	(4.1)	$ 23,148,951
Charges For Current Services	10,100	100	50	(50.0)	50
Miscellaneous Revenues	728,453	585,000	645,000	10.3	645,000
Use of Fund Balance	333,000	438,000	263,000	(40.0)	63,000
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	0.0	(371,479)
Total	$ 24,139,672	$ 24,456,940	$ 23,366,257	(4.5)	$ 23,485,522

Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (P&C) operates as an internal service fund (ISF), purchasing all goods, materials and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. P&C ensures the competitive process is used 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 by directly billing customer departments for the cost of services. Additionally, P&C is responsible for the Countywide records management program.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2012-13 Anticipated Accomplishments

Strategic Initiative – Sustainable Environments

- Conducted 12 outreach activities for the local business community to increase the supplier base and opportunities for competition, exceeding the goal of 10 outreach activities.

Required Discipline for Excellence – Fiscal Stability

- Achieved cost savings of $3.0 million in Fiscal Year 2012-13 for County customer departments, exceeding the goal of $1.8 million, by using innovative procurement methods including reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).
- Managed a contract portfolio in excess of $7.6 billion dollars, including $0.8 billion dollar annual contract spending.

Required Discipline for Excellence – Customer Satisfaction

- Ensured departments' records retention schedules due for revision in Fiscal Year 2012-13 were processed and finalized in compliance with County policy.

- Expedited services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
  - Converted at least 75% (825 of 1,100) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  - Converted 50% (550 of 1,100) of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.
- Streamlined the procurement process by working with customer departments to identify and pre-plan for 60% (460 of 725) projects annually, as measured by obtaining agreed upon plans and timelines for acquisition from customer departments in advance. This allowed P&C to manage and deploy resources with maximum efficiency.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Reviewed and updated, as needed, 100% of 19 essential procurement processes, forms and templates currently published in the County's Contracting Guide to ensure staff are using the most recent and accurate information.
- Provided training for 40 County staff in accessing and interpreting purchasing-related fiscal data in Oracle, the County's financial system, in order to more effectively manage contracts and budgets.
- Provided annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Created a project plan for the development of training materials on contract administration to ensure consistent practices across all County departments.

Required Discipline for Excellence – Information Services

- Enabled the receipt of electronic proposal documents through BuyNet, the County's e-procurement website, shortening solicitation timelines, reducing the need for potential suppliers to travel to County offices or send documents and reducing the need to store and route lengthy paper documents.
- Completed the Statement of Work for two-step proposals and bids submitted via BuyNet. Once completed, this project will provide efficiency to buyers by simplifying the existing process and improving communication with proposers. This project supports P&C's electronic receipt of all solicitations.
- Created and published four new Oracle classes in the County's web-based Learning Management System (LMS) and classroom-based courses, giving greater flexibility for end users to access training. LMS classes allow end users to receive training online at their convenience and eliminate costs associated with traveling to classroom-based courses, such as transportation and travel time.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Conduct a minimum of 12 outreach activities in Fiscal Year 2013-14 and 12 in Fiscal Year 2014-15 for the local business community to increase the supplier base and opportunities for competition.

Required Discipline for Excellence – Fiscal Stability

- Achieve cost savings of $3.3 million in Fiscal Year 2013-14 and $3.5 million in Fiscal Year 2014-15 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 for Excellence – Customer Satisfaction

- Ensure departments' records retention schedules due for revision in Fiscal Years 2013-14 and 2014-15 are processed and finalized in compliance with County policy.
- Expedite services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
  - Convert at least 75% of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  - Convert 50% of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Provide training for at least 50 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
- Provide annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Deploy contract administration training electronically in Fiscal Year 2013-14, making training available to all County staff that require it.

Required Discipline for Excellence – Information Services

- Complete the technological enhancement project for two-step proposals and bids submitted via BuyNet. The first step is for potential suppliers to submit their qualifications for review before proceeding to the next step, the submission of bids and/or proposals by those suppliers deemed qualified. This will shorten procurement timelines and clarify communication with proposers. This project also supports P&C's move toward electronic receipt of all solicitations.
- Create and publish four new Oracle LMS classes and classroom-based courses giving greater flexibility for end-users to access training.
- Complete the requirements for a project that provides a secure, efficient and time-saving method for the public to obtain relevant contract information from the County's website. This effort will enable self-service while maintaining document security and will be deployed into production in Fiscal Year 2014-15.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at www.sdcounty.ca.gov/purchasing.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources	$3.3 million	$1.8 million	$3.0 million[1]	$3.3 million	$3.5 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt[2]	81% of 658	75% of 1,100	75% of 1,100	75% of 1,200	75% of 1,200
Purchase Requisitions converted to Purchase Orders within 15 days of receipt[2]	N/A	50% of 1,100	50% of 1,100	50% of 1,200	50% of 1,200

Table Notes

[1]Exceeded projected cost savings due to departments' increased use of streamlined procurement transactions (e.g., Countywide blanket purchase agreements, County procurement cards, piggyback on other government agencies contracts, and one-time negotiated savings with suppliers.) These cost savings offset anticipated decreases due to reverse auction and other contracts expiring this fiscal year.

[2]The time to convert Purchase Requisitions to Purchase Orders is based on procurement requirements and complexity. Half of all submitted Purchase Requisitions are converted within 15 days; however, those that are more complex require more time.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Decrease of $10.3 million.

- Salaries and Benefits — Increase of $0.1 million primarily due to increased County retirement contributions.
- Services and Supplies — Net decrease of $5.2 million. Decrease of $5.3 million due to the shift of oversight and maintenance responsibilities of Documentum, the County's electronic document management tool, to the County Technology Office and savings from P&C's office relocation to the County Operations Center, offset by a $0.1 million increase in A-87 costs.
- Other Charges — Decrease of $0.1 million in End User License Agreements depreciation costs.
- Operating Transfers Out — Net decrease of $5.1 million. Decrease of $5.2 million due to the shift of Documentum oversight and maintenance responsibilities to the County Technology Office, offset by $0.1 million increase in Records program overhead costs.

Revenues

Decrease of $10.3 million.

- Charges for Current Services —Decrease of $0.2 million due to a reduction in surcharge revenues based on the rates approved by the County Cost Commission in December 2012.
- Other Financing Sources — Net decrease of $5.1 million. Decrease of $5.2 million due to the shift of Documentum oversight and maintenance responsibilities to County Technology Office, offset by $0.1 million increase in Records program overhead costs.
- Use of Fund Balance — Net decrease of $3.9 million is the result of a $4.1 million decrease for Documentum version upgrade and End User License Agreement depreciation cost, offset by an increase of $0.2 million to support ISF rates.
- General Purpose Revenue Allocation — Decrease of $1.1 million due to the shift of Documentum oversight and maintenance responsibilities to County Technology Office and an adjustment for overhead costs of the Records program.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.2 million. Decrease of $0.3 million in Services and Supplies due to anticipated completion of BuyNet improvement for two-step procurements and contracts web publishing in Fiscal Year 2013-14, offset by an increase of $0.1 million in Salaries and Benefits due to increased County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Content/Records Services	6.00	6.00	6.00	0.0	6.00
Purchasing ISF	50.00	50.00	50.00	0.0	50.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Content/Records Services	$ 3,279,545	$ 6,238,755	$ 952,537	(84.7)	$ 958,742
Purchasing ISF	7,907,622	7,781,833	7,862,314	1.0	7,664,016
General Fund Contribution	2,156,296	5,995,000	910,000	(84.8)	915,000
Total	$ 13,343,463	$ 20,015,588	$ 9,724,851	(51.4)	$ 9,537,758

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 6,408,207	$ 6,550,596	$ 6,632,849	1.3	$ 6,775,497
Services & Supplies	3,797,168	7,367,694	2,159,663	(70.7)	1,824,922
Other Charges	981,792	102,298	22,339	(78.2)	22,339
Operating Transfers Out	2,156,296	5,995,000	910,000	(84.8)	915,000
Total	$ 13,343,463	$ 20,015,588	$ 9,724,851	(51.4)	$ 9,537,758

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ 7,000	$ 7,000	$ 7,000	0.0	$ 7,000
Charges For Current Services	7,691,788	7,293,345	7,059,594	(3.2)	7,275,758
Miscellaneous Revenues	372,630	412,099	440,050	6.8	425,000
Other Financing Sources	2,156,296	6,228,185	1,108,207	(82.2)	915,000
Use of Fund Balance	1,470,749	4,079,959	200,000	(95.1)	—
General Purpose Revenue Allocation	1,645,000	1,995,000	910,000	(54.4)	915,000
Total	$ 13,343,463	$ 20,015,588	$ 9,724,851	(51.4)	$ 9,537,758

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County of San Diego Successor Agency

Department Description

The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. 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 unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment Dissolution and subsequent court decision. AB 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expeditiously wind-down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in the Department of Housing and Community Development. All activities of the Successor Agency including budgetary authority are subject to approval by the Oversight Board, a County commission of seven members as follows: two appointed by the Board of Supervisors including one member of the public, and one each appointed by the County Board of Education, the Chancellor of the California Community Colleges, the City of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).

Mission Statement

Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- At the direction of the County Oversight Board, maintained compliance with all laws.
- Transferred all housing assets to the Housing Successor.
- Performed required cash transfers to County Auditor and Controller for distribution to affected taxing entities:
  - Excess Low- and Moderate-Income Housing Funds of $1.4 million
  - Excess Non-Housing Funds of $1.3 million
  - "True-up" payment of Fiscal Year 2011-12 tax increment revenues of $2.2 million

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency, and Ethical Conduct

- Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Related Links

For information about the County Successor Agency, refer to the website at: www.sdcounty.ca.gov/community/county_oversight_board.html.

For additional information about Gillespie Field, refer to the website at:

www.sdcounty.ca.gov/dpw/airports/gillespie.html.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

By State law, only payments on enforceable obligations of the former redevelopment agency and administration costs may be paid by the Successor Agency. These payments are presented semi-annually to the County Oversight Board for final approval.

Expenditures

Net decrease of $1.2 million.

- Other Charges — net decrease of $0.3 million for a scheduled loan repayment to the Airport Enterprise Fund. The loan was disallowed by the State Department of Finance.
- Operating Transfers Out — net decrease of $0.9 million due to accounting transfers among funds for the loan repayment.

Revenues

Net decrease of $1.2 million.

- Taxes Other Than Current Secured — net decrease of $0.3 million for the scheduled loan repayment to the Airport Enterprise Fund.
- Other Financing Sources — net decrease of $0.9 million due to accounting transfers among funds for the loan repayment.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant change.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Successor Agency	$ —	$ 9,410,160	$ 8,163,612	(13.2)	$ 8,137,700
Total	$ 0	$ 9,410,160	$ 8,163,612	(13.2)	$ 8,137,700

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Services & Supplies	$ —	$ 250,000	$ 202,000	(19.2)	$ 202,000
Other Charges	—	2,583,056	2,281,892	(11.7)	2,278,164
Operating Transfers Out	—	6,577,104	5,679,720	(13.6)	5,657,536
Total	$ 0	$ 9,410,160	$ 8,163,612	(13.2)	$ 8,137,700

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Other Than Current Secured	$ —	$ 2,244,276	$ 1,896,930	(15.5)	$ 1,891,384
Miscellaneous Revenues	—	588,780	587,562	(0.2)	588,780
Other Financing Sources	—	6,577,104	5,679,120	(13.7)	5,657,536
Total	$ 0	$ 9,410,160	$ 8,163,612	(13.2)	$ 8,137,700

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Registrar of Voters

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The ROV is also responsible for providing access to the information needed for citizens to engage in the initiative, referendum and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Sustainable Environments

- Informed 1.6 million registered voters of countywide environmental programs and ways to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 6, 2012 Presidential General Election.
- Conserved resources by printing 1.6 million November 6, 2012 Presidential General Election Sample Ballot and Voter Information Pamphlets on approximately 169 tons of paper containing as much as 25% post-consumer recycled paper.
- Conducted the November 6, 2012 Presidential General, March 12, 2013 40th State Senate District Special, and March 26, 2013 City of San Diego District 4 Special elections with efficiency and integrity.
- Increased the number of permanent vote-by-mail voters by 15.6% (or 107,740) to a total of 798,020 for the November 6, 2012 Presidential General Election. This represents a 10.6% increase over the goal of a 5% increase in permanent vote-by-mail voters.
- By Monday after Election Day, tallied 74.3% (500,869 of 673,599) of vote-by-mail ballots for the November 6, 2012 Presidential General Election. The goal of an 85% tally (or 514,845 of an estimated 605,700) of vote-by-mail ballots for this election was not met due to an increase of 15.6% (or 107,740) in permanent vote-by-mail voters after the June 5, 2012 Presidential Primary Election, which exceeded the original forecasted growth of 5%.
- Continued to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements by increasing the number of accessible poll sites for the November 6, 2012 Presidential General Election by 7.4% (or 45), for a total of 657, based on the number of sites for the June 5, 2012 Presidential Primary Election of 612.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the November 6, 2012 Presidential General Election by meeting the planned recruitment goals for poll workers.
- Processed 100% (or 93,021) of valid voter registrations received on or before the 15-day close of registration by the 7th day before the November 6, 2012 Presidential General Election, ensuring that eligible registrants were printed in the official roster of voters and therefore had the opportunity to vote using a regular ballot.

Required Discipline for Excellence – Customer Satisfaction

- In addition to translating all voting and election materials into Spanish, Filipino and Vietnamese, added the translation of all voting and election materials into Chinese and recruited Chinese bilingual poll workers for the November 6, 2012 Presidential General, March 12, 2013 40th State Senate District Special and March 26, 2013 City of San Diego District 4 Special elections. Services included the translation of: website content, official ballot, Sample Ballot and Voter Information

Pamphlet and other polling place materials. Also implemented a voter outreach plan focused on the Chinese community.

- Achieved an overall customer satisfaction rating with core services of 4.7 (using a scale of 1 to 5, with 5 being "excellent.")
- Encouraged overall satisfaction and retention of volunteers by mailing all poll worker stipends within 14 working days after the November 6, 2012 Presidential General Election, exceeding the goal by one day.

Required Discipline for Excellence – Regional Leadership

- As a result of redistricting activities following the 2010 decennial census, 75 voter precinct boundaries were realigned to 50 new Water and Irrigation District boundaries and 25 new trustee areas in 5 school districts before the November 6, 2012 Presidential General Election.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Enhanced employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.
- 100% of poll worker trainers completed online training assessments, exceeding the goal of 95%, with scores of 90% or higher at least 26 days prior to the November 6, 2012 Presidential General Election.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Processed vote-by-mail ballots for the November 6, 2012 Presidential General Election according to identified management controls, including pre-planning meetings with the vendor, onsite vendor inspections, validation of election materials, hiring, training and scheduling of staff, revision of training materials and supervisory oversight.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Enhanced the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system that screened, scanned, sorted, and opened returned mail ballot envelopes; and verified and reconciled ballots returned and counted in the November 6, 2012 Presidential General Election.
  - Reported 33% (or 393,106 of 1,203,265 of all ballots cast in the Mail Ballot report released just after 8:00 p.m. on November 6, 2012 Presidential General Election night.
  - The per-mail-ballot labor cost of processing vote-by-mail ballots returned in the November 6, 2012 Presidential General Election was 46 cents, a 5 cent increase from the June 5, 2012 Presidential Primary Election and above the goal of no more than 40 cents. This increase was due to additional staffing required to process the greater than anticipated number of returned mail ballots and the increase in compensation for higher-skilled seasonal staff.

2013-15 Objectives

Strategic Initiative – Healthy Families

- Distribute information in support of the County's *Live Well, San Diego!* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.

Strategic Initiative – Sustainable Environments

- Continue to distribute information on reducing environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets for all elections conducted in Fiscal Years 2013-15 on paper containing as much as 25% post-consumer recycled paper.
- Based on the number of permanent vote-by-mail voters (798,020) for the November 6, 2012 Presidential General Election, increase the number of permanent vote-by-mail voters by 3% (or 23,950), for a total of 821,970, for the November 2014 Gubernatorial General Election.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements:
  - Increase the number of accessible poll sites for the June 2014 Gubernatorial Primary Election by 7% (or 46), for a total of 703, based on the number of sites for the November 6, 2012 Presidential General Election of 657.

- Increase the number of accessible poll sites for the November 2014 Gubernatorial General Election by 3% (or 21), for a total of 724, based on the anticipated number of sites for the June 2014 Gubernatorial Primary Election of 703.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the June 2014 Gubernatorial Primary and the November 2014 Gubernatorial General elections by meeting the planned recruitment goals for poll workers.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the election to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot.

Required Discipline for Excellence – 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, with 5 being "excellent") during and after the transition to a new ROV facility planned for December 2013.
- To encourage overall satisfaction and retention of volunteers, mail all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2013-15, ensuring all poll workers are reimbursed in a timely manner.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Ensure 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the June 2014 Gubernatorial Primary and the November 2014 Gubernatorial General elections, ensuring knowledgeable instructors are available and prepared to train poll workers.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Increase public access to the election process, specifically the processing of the vote-by-mail ballots and tabulation of ballots.
- Ensure 33% (528 of 1,600) precincts are tallied by 11:30 p.m. on Election Night for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signature and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
  - Report 85% of eligible mail ballots received by the ROV by the Sunday before Election Day in the first Election Night Results Bulletin released shortly after 8:00 p.m. for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - Report 33% or more of all mail ballots cast in the first Election Night Results Bulletin for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - By Monday after Election Day, tally 85% of mail ballots received by the ROV for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - Achieve a per-mail-ballot labor cost for vote-by-mail ballots returned in the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections of no more than 40 cents.

Required Discipline for Excellence – Essential Infrastructure

- Transition to a new modern and environmentally friendly building in December 2013. The modernized building will provide the public with easier access to observe the administration of elections.

Related Links

For additional information about the Registrar of Voters, refer to the website at www.sdvote.com or www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Overall Customer Satisfaction Rating[1]	4.73	4.70	4.70	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election[2]	100% of 15,817	100% of 50,000	100% of 93,021	100% of 40,000	100% of 50,000
Precincts tallied by 11:30 p.m. on Election Night[3]	61% of 1,643	38% of 1,600	34% of 1,527	50% of 1,450	45% of 1,500
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[4]	50 days	40 days	42 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[4]	42 days	39 days	43 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[4]	41 days	32 days	42 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[4]	19 days	18 days	20 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day[5]	98% of 360,520	85% of 605,700	74% of 673,599	85% of 600,000	85% of 700,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 p.m. Election Night Results Bulletin[6]	N/A	N/A	N/A	85%	85%
Per ballot cost of processing returned vote-by-mail ballots[7]	41 cents	40 cents	46 cents	40 cents	40 cents

Table Notes

[1]Scale of 1-5, with 5 being "excellent."

[2]This measure tracks the number of valid registrations that are processed at the 15-day close of registration. The 100% goal set for Fiscal Year 2012-13 was achieved in spite of an 86% increase over the number of anticipated valid registrations received due in large part to the implementation of the California Online Voter Registration system.

[3]This measure is based on an one-card ballot used in the November 6, 2012 Presidential General, June 2014 Gubernatorial Primary, and the November 2014 Gubernatorial General elections. The high turnout at the polls and the high volume of ballots to be tabulated resulted in the lower than expected percentage of precincts tallied in Fiscal Year 2012-13.

[4]These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. Due to the high interest in the 2012 presidential election, the Fiscal Year 2012-13 goal to recruit Assistant Inspectors was achieved earlier than initially projected.The more days before the election that workers are recruited, the improved likelihood of 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.

[5]In Fiscal Year 2012-13, it was anticipated that 85% of an estimated 605,700 vote-by-mail ballots received would be processed and tallied by the Monday following Election Day for the November 6, 2012 Presidential General Election. Actual figures from this election show 74% of 673,599 (or 498,465) were processed and tallied by the Monday following Election Day. This shortfall was attributed to a 16% (or 107,740) increase in the number of permanent vote-by-mail voters since the June 5, 2012 Presidential Primary Election.

[6]This new Fiscal Year 2013-14 measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 p.m. on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify, and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

[7]The department anticipated further processing efficiencies and a labor cost reduction in the November 6, 2012 Presidential General Election to 40 cents; however, per-mail-ballot labor cost increased by 5 cents from the June 5, 2012 Presidential Primary Election. It should be noted that while processing cost increased by 5 cents, or 12% per mail ballot counted, the number of mail ballots counted increased by 313,080, or 87% greater than the number of mail ballots counted in the June 5, 2012 Presidential Primary Election.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $2.5 million.

- Salaries and Benefits — increase of $0.1 million due to additional temporary help for the recruitment and replacement of non-accessible poll sites and the preventative maintenance of 10,200 voting machines.
- Services and Supplies — net decrease of $2.6 million due to eliminating expenditure for new Americans with Disabilities (ADA) voting booths. The ROV and the Voting Accessibility Advisory Committee (VAAC) have been working closely on the requirements for a new ADA voting booth. The ROV has issued a Request for Proposal and a Request for Bid to find a vendor who can meet the requirements developed by the ROV and VAAC. At this time, there is not a vendor or an ADA voting booth that meets those requirements.

Revenues

Net decrease of $2.5 million.

- Intergovernmental Revenues — increase of $0.4 million due to Help America Vote Act (HAVA) 261 grant funding for recruiting and replacing non-accessible poll sites; and HAVA 301 grant funding for the preventative maintenance of 10,200 voting machines, annual maintenance agreement, replacement of voting booths, and Optical Scan (OS) cards.
- Charges for Current Services (Election Services) — decrease of $2.8 million due to the lower number of billable jurisdictions that participate in the 2014 Gubernatorial Primary Election as compared to the 2012 Presidential General Election.
- Use of Fund Balance — net decrease of $1.5 million. A total of $2.7 million is budgeted for unemployment insurance premiums ($0.4 million), costs related to relocating to the new ROV building ($2.0 million) and costs related to the warehouse asset tracking system and poll worker internet project ($0.3 million).
- General Purpose Revenue Allocation — increase of $1.4 million to provide ongoing funding for the Vote-by-Mail program.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $1.3 million is the result of a decrease of $0.02 million in Salaries and Benefits due to lower temporary labor costs; a decrease of $0.3 million in Services and Supplies due to one-time purchase of the warehouse asset tracking system and the poll worker internet project and a decrease of one-time funding of $2.0 million in Capital Assets/Land Acquisition for relocation of the ROV offset by an increase of $1.0 million in Fund Balance Component Increases to provide funding for the 2016 Presidential Primary Election which has a fewer number of participating billable jurisdictions compared to the 2014 Gubernatorial General Election.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Registrar of Voters	63.00	64.00	64.00	0.0	64.00
Total	63.00	64.00	64.00	0.0	64.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Registrar of Voters	$ 28,772,369	$ 21,094,756	$ 18,613,081	(11.8)	$ 17,334,028
Total	$ 28,772,369	$ 21,094,756	$ 18,613,081	(11.8)	$ 17,334,028

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 10,571,250	$ 8,401,178	$ 8,534,915	1.6	$ 8,512,491
Services & Supplies	18,145,732	10,693,578	8,078,166	(24.5)	7,821,537
Capital Assets/Land Acquisition	—	2,000,000	2,000,000	0.0	—
Capital Assets Equipment	55,387	—	—	—	—
Fund Balance Component Increases	—	—	—	—	1,000,000
Total	$ 28,772,369	$ 21,094,756	$ 18,613,081	(11.8)	$ 17,334,028

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 3,167,438	$ 287,756	$ 734,081	155.1	$ 295,000
Charges For Current Services	2,782,000	5,005,000	2,177,000	(56.5)	3,522,000
Miscellaneous Revenues	60,000	80,000	80,000	0.0	80,000
Fund Balance Component Decreases	1,260,319	—	—	—	—
Use of Fund Balance	10,100,612	4,200,000	2,700,000	(35.7)	400,000
General Purpose Revenue Allocation	11,402,000	11,522,000	12,922,000	12.2	13,037,028
Total	$ 28,772,369	$ 21,094,756	$ 18,613,081	(11.8)	$ 17,334,028

County of San Diego

Finance and General Government Group

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Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines for Excellence:

- *Consistent and fair administration of laws, regulations and policies.*
- *Targeted and effective training and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *Use of enabling technologies to improve business processes and operational excellence.*
- *Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Administrative Office
- Auditor and Controller
- County Technology Office
- Civil Service Commission

- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury
- Human Resources
- County Communications Office

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.45% in Fiscal Year 2012-13.
- Arranged financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $27.8 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- 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.
- Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Information Services

- Implemented the Mobile Applications Development Platform (MADP) to facilitate the development and deployment of mobile applications. The full production release was completed in February 2013 and is currently under County Technology Office (CTO) Platform Support.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.

2013-15 Objectives

Strategic Initiative – Healthy Families

- County Counsel will provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.
  - Prevail in 98% or more of Juvenile Dependency petitions filed in Superior Court.
  - Prevail in 95% or more of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Safe Communities

- County Communications Office will participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, news releases, video and mobile technology.

Required Discipline for Excellence – Information Services

- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management, by December 2014.

Required Discipline for Excellence – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14 and 0.70% in Fiscal Year 2014-15.
- Accurately identify current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.

Related Links

For more information on the Finance and General Government Group, refer to the website at www.sdcounty.ca.gov/fg3.

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 14.00 staff years to reflect the transfer of existing positions from the Auditor & Controller to the Executive Office to improve alignment of divisional functions within the organization. The increase includes 13.00 staff years from the Office of Financial Planning and 1.00 staff year

from the Auditor & Controller Administration Division. A corresponding decrease is reflected in the Auditor & Controller's recommended staffing levels.

Expenditures

Increase of $20.8 million.

- Salaries and Benefits — increase of $2.1 million primarily due to the staffing transfers described above. The increase also includes a $0.2 million management internship program to be funded by the Executive Office for one year.
- Services and Supplies — increase of $12.7 million, primarily for information technology implementation projects.
  - Increase of $8.0 million for a scheduled upgrade of the County's human resource information system.
  - Increase of $2.0 million for data servers and storage required for enterprise resource planning (ERP) systems.
  - Increase of $1.5 million for County Administration Center (CAC) facility maintenance and repair.
  - Increase of $0.8 million for information technology costs transferred from Auditor & Controller in reorganization mentioned above.
  - Increase of $0.3 million for documentation of specifications and plans to complete scheduled upgrade of County's labor timekeeping system.
  - Increase of $0.3 million to reflect reallocation of information technology contractual costs. Corresponding decreases are reflected in other County departments due to reallocation.
  - Decrease of $0.2 million in various services and supplies accounts based on estimated usage.
- Management Reserves — increase of $6.0 million for potential costs associated with the County's Integrated Property Tax System (IPTS), which is scheduled to begin production operations in early 2014.

Revenues

Net increase of $20.8 million.

- Charges for Current Services — increase of $0.4 million related to external department overhead payments (A-87) charged to other governmental entities primarily for ERP support.
- Use of Fund Balance — increase of $17.3 million for a total of $20.5 million. Total recommended uses of fund balance include:
  - $8.0 million for a scheduled upgrade of the County's human resource information system.
  - $6.0 million in potential costs associated with IPTS, pending scheduled production operations in early 2014.
  - $2.5 million for unanticipated IT costs and group needs.
  - $2.0 million for increase in ERP data servers and storage pending stabilization of ongoing expenditure levels.
  - $1.5 million for increases in CAC facility maintenance and repair costs.
  - $0.2 million for a one-year management internship program.
  - $0.3 million for documentation and preparation for scheduled upgrade of labor timekeeping system.
- General Purpose Revenue Allocation — increase of $3.1 million, including $2.7 million for transfer of staffing and related functions from Auditor & Controller mentioned above, $0.2 million for increase in reallocation of ongoing IT contract costs mentioned above, and $0.2 million for various other increases in services & supplies throughout the department.

Executive Office Budget Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $11.5 million is mainly attributable to decreases in the planned use of fund balance for information technology projects. No change in staffing recommended for Fiscal Year 2014-15.

Group Staffing by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	6.00	7.00	21.00	200.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor / Recorder / County Clerk	397.50	410.50	410.50	0.0	410.50
Treasurer - Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	246.50	232.50	(5.7)	232.50
County Technology Office	16.00	16.00	17.00	6.3	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	36.00	27.00	27.00	0.0	27.00
County Counsel	135.00	135.00	136.00	0.7	136.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	112.00	114.00	115.00	0.9	115.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	1,166.50	1,174.50	1,177.50	0.3	1,177.50

Group Expenditures by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712
Board of Supervisors	7,683,215	7,811,230	8,075,907	3.4	8,078,920
Assessor / Recorder / County Clerk	53,590,691	56,359,869	60,307,881	7.0	56,734,787
Treasurer - Tax Collector	20,854,463	20,475,327	22,024,206	7.6	21,126,178
Chief Administrative Office	4,303,059	4,312,234	4,441,349	3.0	4,483,892
Auditor and Controller	33,983,646	36,752,555	35,964,386	(2.1)	33,054,272
County Technology Office	136,921,919	151,131,040	169,808,926	12.4	153,876,533
Civil Service Commission	568,229	586,695	616,736	5.1	624,958
Clerk of the Board of Supervisors	6,458,189	3,279,610	3,466,941	5.7	3,529,263
County Counsel	22,361,077	22,935,440	23,459,268	2.3	23,263,640
Grand Jury	601,232	588,080	592,346	0.7	593,919
Human Resources	23,335,014	23,323,953	23,937,245	2.6	23,589,670
County Communications Office	3,154,141	3,060,557	3,088,171	0.9	3,024,161
Total	$ 363,152,112	$ 340,791,246	$ 386,800,824	13.5	$ 351,475,905

Executive Office Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	6.00	7.00	8.00	14.3	8.00
Office of Financial Planning	—	—	13.00	14.3	13.00
Total	6.00	7.00	21.00	200.0	21.00

Executive Office Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	$ 49,337,237	$ 10,174,656	$ 28,398,023	179.1	$ 16,809,001
Office of Financial Planning	—	—	2,619,439	—	2,686,711
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,319,091	$ 1,190,315	$ 3,297,219	177.0	$ 3,175,694
Services & Supplies	45,518,146	6,484,341	19,220,243	196.4	16,320,018
Management Reserves	2,500,000	2,500,000	8,500,000	240.0	—
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

Executive Office Budget by Categories of Revenue

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ —	$ 20,000	$ 10,000	(50.0)	$ 10,000
Intergovernmental Revenues	—	19,156	29,551	54.3	29,551
Charges For Current Services	—	537,622	923,639	71.8	923,639
Use of Fund Balance	45,030,644	3,223,690	20,558,000	537.7	8,820,000
General Purpose Revenue Allocation	4,306,593	6,374,188	9,496,272	49.0	9,712,522
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

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

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.

District 1

Supervisor Greg Cox represents more than 609,500 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma on San Diego Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, Stockton, Sunset Cliffs and parts of Point Loma and 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 mission is to make County government work for citizens by focusing on outcomes and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research, review of the County budget, 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. He is focused on the economic security of families, job creation, improving public safety to better protect neighborhoods and fight child and elder abuse. It is one of his highest priorities to improve the lives of foster children, seeing that they graduate from high school and transition successfully into adulthood.

Supervisor Cox initiated the Healthcare Safety Net study and works to strengthen health and social services. By promoting the *Live Well, San Diego!* initiative, Supervisor Cox is

empowering San Diegans to adopt healthier lifestyles.

Protecting health extends to San Diego's beaches, and safeguarding our water quality by monitoring our beaches and bays ranks as a high priority.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley Regional Park, the Sweetwater and the Tijuana River Valley regional parks. He champions active transportation through creation of the Bayshore Bikeway and the Sweetwater River Bike Trail. He is also leading San Diego's effort to become the first California county to complete the California Coastal Trail.

District 1 encompasses two of the busiest international border crossings in the world. Supervisor Cox continuously works to ensure the construction of critical infrastructure to improve the flow of $33 billion in commerce across the California-Mexico border.

Supervisor Cox is an active member on the boards of the California State Association of Counties, San Diego County Regional Airport Authority and the Institute for Local Government.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 620,000 residents, including

more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $250 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities and major employment centers. By adhering to the county's General Management System, Supervisor Roberts promotes strong fiscal discipline, a clean environment, and above all, safe and livable communities. He is an active supporter of libraries, parks and job creation.

With nearly 650,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the city of San Diego.

District 3 takes in coastal communities from Torrey Pines State Beach through Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, a hub of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. This portion of the district includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive law enforcement, library and other services from the County of San Diego.

Along the coastline, Supervisor Roberts has championed efforts to restore and enhance many miles of beaches, coastal lagoons and watersheds. He has participated in a multi-agency effort to restore the San Dieguito wetlands and has promoted the development of a pedestrian trail along the railroad right-of-way. He believes in helping to stimulate the economy, and in good, common sense development. The supervisor is a champion of solar power, and strict laws protecting victims of domestic violence. He believes in strong Sheriff and fire protection.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc. – the region's largest private-sector employer – is headquartered. The northeast corner of District 3 includes historic Escondido as well as San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrop Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays the eastern portion of Marine Corps Air Station Miramar.

Supervisor Roberts works with all of these communities by recommending county funding to support a host of public safety, tourism, business and social service groups at work within the many neighborhoods.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety through technology, to supporting growing the regional economy and making sure that the

County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the city of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla 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 Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants and agriculture. Currently, approximately 620,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations, and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness and strong relationships with faith-based organizations.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, 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, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over $5.1 billion in annual value to the local economy. Summits and valleys are 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 valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

Innovation, tourism and specialized manufacturing are not only thriving but are the future in the Fifth District. Additionally, the biotechnology industry has firmly established itself in the District, providing high-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the $1 billion, 740,000 square foot Palomar Medical Center was finally opened in 2012. Over half of the County's 1,932 miles of roads are located in District 5, and over the next forty years North County is expected to implement another $11.5 billion in transit and highway infrastructure. Under the leadership of Supervisor Horn, plans to expand McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. He has also created

organizations, such as Prosperity on Purpose, to generate new opportunities and secure economic development funds for North County. Supervisor Horn is committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the website at www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Board of Supervisors District 1	$ 1,308,832	$ 1,335,009	$ 1,375,059	3.0	$ 1,375,059
Board of Supervisors District 2	1,312,135	1,338,378	1,378,529	3.0	1,378,529
Board of Supervisors District 3	1,285,392	1,311,100	1,375,059	4.9	1,375,059
Board of Supervisors District 4	1,283,204	1,308,868	1,359,913	3.9	1,359,913
Board of Supervisors District 5	1,408,611	1,436,783	1,479,886	3.0	1,479,886
Board of Supervisors General Offices	1,085,041	1,081,092	1,107,461	2.4	1,110,474
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 6,680,862	$ 6,802,701	$ 7,058,109	3.8	$ 7,061,122
Services & Supplies	1,002,353	1,008,529	1,017,798	0.9	1,017,798
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Use of Fund Balance	3,074	—	—	—	—
General Purpose Revenue Allocation	$ 7,680,141	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

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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, death and marriage certificates.

Mission Statement

To provide prompt and courteous service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public.

2012-13 Anticipated Accomplishments

Strategic Initiative – Sustainable Environments

- 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.
- A contract has been awarded to redact identity information from documents recorded during the period 1990 through 2008 in order to comply with Government Code 27301a. Project to begin in Fiscal Year 2013-14.

Required Discipline for Excellence - 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.
- Continued to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Implemented Phase I (Official Records) of the new integrated recording and vital records system. Full system implementation is scheduled to occur by June 2014, allowing the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Completed required system testing for the electronic recording module and transmission lines have been installed. Implementation of the electronic recording module will enable the department to reduce document processing time and enhance customer service.
- Developed and implemented an internal ARCC SharePoint site, a file sharing application. Development of the external SharePoint site is underway and estimated completion is scheduled for Fiscal Year 2013-14. This will provide a consolidated venue for all departmental services and information for both staff and the public.

Required Discipline for Excellence – Customer Satisfaction

- Provided the public with services that are of value to them in a competent and professional manner and achieved a customer service rating of 93%.

- Initiated a customer service training program; 40% of departmental staff have completed this training by June 30, 2013.
- Provided the public with a variety of online forms and related services. This provides a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Extended customer services at the Chula Vista branch office; began offering civil ceremonies in August 2012. Document recording services will be offered at this branch in January 2014, 3-6 months following full implementation of the electronic recording system.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Complete Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. Project to be completed in Fiscal Year 2013-14.
- In order to comply with Government Code 27301a, a contract to redact identity information from documents recorded during the period 1990 through 2008 was awarded in Fiscal Year 2012-13. Project to be completed in Fiscal Year 2013-14.

Required Discipline for Excellence – Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents, in addition to reducing document processing time and enhance customer service.
- Develop and implement an external ARCC SharePoint site, a file sharing application. This will provide a venue for all departmental services and information to the public.

Required Discipline for Excellence – Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner and achieve a customer service rating of at least 93%.
- Maintain excellent customer service by ensuring all departmental staff complete the customer service training program initiated by ARCC before June 30, 2014.
- Provide the public with a variety of online forms and related services. This will provide a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Extend customer services at the Chula Vista and Kearny Mesa branch offices; document recording services to be offered in January 2014.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at http://arcc.co.sandiego.ca.us.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Recorded documents indexed within two business days[1]	100% of 854,607	99%	100% of 961,966	99%	99%
Mandated assessments completed by close of annual tax roll[2]	99% of 355,000	98%	98% of 428,835	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3]	100% of 88,940	99%	100% of 87,000	99%	99%
Satisfactory customer service rating[4]	93%	93%	93%	93%	93%

Table Notes

[1]Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2]Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

[3]Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[4]Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing

- Transfer of 1.25 staff years from Property Valuation ID to Recorder/County Clerk to align with operational needs.

Expenditures

Increase of $3.9 million.

- Salaries and Benefits — increase of $1.2 million reflects increases in County retirement contributions and an increase in overtime costs based on current expenditure levels and projected needs.
- Services and Supplies — Increase of $2.7 million
  - Increase of $2.6 million in contracted services due to various one-time projects relating to Integrated Recording/Vital Records System ($0.2 million), electronic recording system ($0.2 million), Social Security Number (SSN) Truncation back-file project ($1.5 million), duplication of acetate film/brown toning ($0.2 million) and vital records backfile project ($0.5 million).
  - Increase of $0.1 million in major maintenance costs due to necessary building repairs to ARCC Kearny Mesa branch office and shared costs for South Bay Regional Center.

Revenues

Net increase of $3.9 million

- Charges for Current Services — net increase of $3.4 million.
  - Increase of $0.4 million in Assembly Bill 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - Increase of $0.2 million in Property Tax System Administration revenue to reflect anticipated increase in collections from cities for services rendered.
  - Increase of $1.5 million in Recording Document revenues due to anticipated increase in document recordings.
  - Increase of $0.5 million in Certified Copy Vital Statistics revenue due to one-time project relating to backfile imaging/scanning/indexing project.
  - Increase of $0.2 million in Micrographics Trust Fund revenue due to one-time initiative relating to duplication of acetate film/brown toning efforts.
  - Increase of $0.2 million in E-recording revenue due to increase in ongoing costs for electronic recording system.
  - Increase of $1.5 million in Social Security Number Truncation revenue due to one-time redaction backfile projects.
  - Decrease of $1.1 million in Recording Fee Modernization Trust Fund revenue as a result of ongoing program costs being offset by increased recording revenues.
- Use of Fund Balance — Decrease of $0.4 million to delete prior year one-time funding relating to the upgrade of old microfilm to a more stable film medium in the Assessor's Office.
- General Purpose Revenue Allocation — Increase of $0.9 million due to increase in projected personnel costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $3.6 million is primarily the result of reductions in Services and Supplies of $4.2 million due to elimination of one-time initiatives from Fiscal Year 2013-14 ($0.6 million in temporary contract help, $0.1 million in software application costs, $3.1 million in contracted services, $0.2 million in minor equipment costs and $0.2 million in major maintenance costs) and a reduction of Capital Asset Equipment costs ($0.2 million). This is partially offset by an increase in Salaries and Benefits of $0.8 million to reflect increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Property Valuation ID	263.00	272.00	270.75	(0.5)	270.75
Recorder / County Clerk	110.50	114.50	115.75	1.1	115.75
Management Support	24.00	24.00	24.00	0.0	24.00
Total	397.50	410.50	410.50	0.0	410.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Property Valuation ID	$ 31,919,032	$ 33,296,297	$ 33,850,873	1.7	$ 34,556,734
Recorder / County Clerk	18,522,213	19,671,169	22,891,407	16.4	18,730,954
Management Support	3,149,446	3,392,403	3,565,601	5.1	3,447,099
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 36,915,940	$ 37,990,581	$ 39,153,897	3.1	$ 39,924,568
Services & Supplies	16,449,751	18,161,525	20,936,221	15.3	16,760,219
Capital Assets Equipment	225,000	207,763	217,763	4.8	50,000
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 450,000	$ 900,000	$ 900,000	0.0	$ 900,000
Revenue From Use of Money & Property	56,000	30,000	30,000	0.0	30,000
Charges For Current Services	31,385,791	33,711,529	37,101,640	10.1	32,557,875
Miscellaneous Revenues	631,000	701,000	700,000	(0.1)	700,000
Use of Fund Balance	511,648	350,000	—	(100.0)	—
General Purpose Revenue Allocation	20,556,252	20,667,340	21,576,241	4.4	22,546,912
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

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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 $6.1 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.

2012-13 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 for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds.

- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.45% in Fiscal Year 2012-13 and an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14.

Required Discipline for Excellence – 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 provided broad-based financial and consulting services to public agencies within the San Diego County region.
- Provided a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers by 139 people in Fiscal Year 2012-13 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will continue to strengthen internal controls and increase efficiency in processing and safeguarding cash.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline for Excellence – Fiscal Stability

- Maintained a collection rate of 98% 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, 2013.

Required Discipline for Excellence – Information Services

- Participated in the further development of the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement in addition to the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Maintained enrollment in the Deferred Compensation 457 Plan at 48.0% through June 30, 2013 and increased it to 48.2% by June 30, 2014.
  - Increased the average participant contribution in the Deferred Compensation 457 Plan to $89 per pay period by June 30, 2013 and to $91 by June 30, 2014.
  - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continued to increase employee awareness and understanding by conducting annual educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

2013-15 Objectives

Treasury

Required Discipline for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, Treasurer-Tax Collector will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14 and 0.70% in Fiscal Year 2014-15.

Required Discipline for Excellence – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Tax Collection

Required Discipline for Excellence – Fiscal Stability

- Maintain a collection rate of 98% 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, 2014.

Required Discipline for Excellence – Information Services

- Participate in the development of IPTS with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare IPTS for deployment.

Deferred Compensation

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- 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 48.2% through June 30, 2014 and maintain it through June 30, 2015.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $91 per pay period by June 30, 2014 and maintain through June 30, 2015.
  - 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, 2014.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at www.sdtreastax.com.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Secured Taxes Collected (% of total)[1]	97%	97%	98%	98%	98%
Unsecured Taxes Collected (% of total)[1]	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	0.51%[2]	0.60%[2]	0.45%[2]	0.60%[2]	0.70%[2]
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.70	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period[4]	$80	$89	$89	$91	$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan[5]	48.0%	48.0%	48.0%	48.2%	48.2%
Number of newly Certified Cash Handlers for the County and other government entities	131	40[6]	139[6]	40[6]	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 through 2013-14 are anticipated as the real estate market continues to struggle.

[2]Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past two years, 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.

[3]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.

[4]Due to uncertainty in the nation's economic health, employees reduced their Deferred Compensation average deferral amount per employee per pay period in Fiscal Year 2011-12. The department strives to increase plan awareness and to promote new plan services in order to keep contributions consistent.

[5]Number of active participants includes open accounts for current employees with suspended contributions.

[6]The number of newly Certified Cash Handlers increased in Fiscal Year 2012-13 due to a special request from County departments to add an extra session and will revert back to 40 in 2013-14 because most employees who require Cash Handling certification have been certified and only one session will be held. It is also anticipated that turnover of cash handlers will be lower.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing.

- Transfer of 1.00 staff year from Treasury to Administration to provide increased support for information technology procurement activity and ensure propriety of segregation of duties in administrative operations.

Expenditures

Increase of $1.5 million

- Salaries and Benefits — increase of $0.3 million due primarily to County retirement contributions.
- Services and Supplies — Net increase of $1.3 million
  - Increase of $1.0 million in major maintenance due to one-time expenses for asbestos abatement and necessary office facility repairs.
  - Increase of $0.3 million in application services for upgrade of Image RPS, the department's payment processing application.

Revenues

Increase of $1.5 million

- Charges For Current Services – Increase of $0.2 million due to increase of banking services pooled money offsets related to direct service activity.
- Miscellaneous Revenues – Increase of $0.2 million due to revenues from effects of economy.
- Use of Fund Balance — Increase of $1.0 million to fund the one-time costs of asbestos abatement and related expenditures; and to complete application upgrade described above.
- General Purpose Revenue Allocation — Increase of $0.2 million primarily to fund Salaries and Benefits expenses described above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.9 million to reflect the anticipated completion of $1.1 million in office facility improvements and application upgrades in Fiscal Year 2013-14, offset by a $0.2 million increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Treasury	23.00	23.00	22.00	(4.3)	22.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	82.00	82.00	0.0	82.00
Administration - Treasurer / Tax Collector	12.00	13.00	14.00	7.7	14.00
Total	121.00	121.00	121.00	0.0	121.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Treasury	$ 6,863,607	$ 6,853,306	$ 6,880,832	0.4	$ 6,933,460
Deferred Compensation	302,532	327,347	462,223	41.2	316,027
Tax Collection	10,677,584	10,214,869	11,439,011	12.0	10,589,285
Administration - Treasurer / Tax Collector	3,010,740	3,079,805	3,242,140	5.3	3,287,406
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 10,865,971	$ 10,943,244	$ 11,236,246	2.7	$ 11,470,649
Services & Supplies	9,988,492	9,532,083	10,787,960	13.2	9,655,529
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 1,035,450	$ 1,035,450	$ 1,035,450	0.0	$ 1,035,450
Charges For Current Services	13,234,292	13,234,292	13,416,992	1.4	13,374,292
Miscellaneous Revenues	637,472	637,472	787,472	23.5	637,472
Use of Fund Balance	432,150	—	1,038,000	—	200,000
General Purpose Revenue Allocation	5,515,099	5,568,113	5,746,292	3.2	5,878,964
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

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 comprises three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs. The County's ethics and compliance functions were merged under the Office of Internal Affairs (OIA). Consequently, OIA was renamed Office of Ethics and Compliance.

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.

2012-13 Anticipated Accomplishments

During Fiscal Year 2012-13, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and able to meet the changing service needs of county residents within available revenues. To accomplish this, the CAO continued to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO continued to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and continued to work with CAOs in other

California counties to protect local revenues and interests as the new State administration continued to redefine State/County roles, responsibilities and revenues.

The CAO continued to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enabled the organization to better meet changing public needs or program realities - using strategies that included reengineering, expanded partnerships with other entities that served similar customers or had similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2012-13 anticipated accomplishments and how they relate to the County's 2012-2017 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they formed a coordinated strategy that enabled the County to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Strategic Initiative – Safe Communities

- Promote strategies that make neighborhoods safe places to live, work and play:
  - Provided early intervention with at-risk youth in the crime-prone years by implementing community oriented policing strategies, stressing prevention, early identification and timely intervention.
  - Educated residents through community outreach and employed prevention and safety programs.
  - Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promoted government agency partnerships and

community involvement and enhanced emergency communications and preparedness.
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 121 public schools and 12 private school locations throughout the unincorporated area of the County.
- Promote and implement strategies that protect residents from crime.
  - Maintained a proactive law enforcement presence in the unincorporated area and cities with whom the County contracts.
  - Monitored offenders subject to community supervision to mitigate new crime offenses.
  - Employed intelligence-led policing strategies to crime problems at the local and regional level.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable.
  - Collaborated with the local courts to ensure offenders were appropriately detained or sanctioned.
  - Employed appropriate punitive measures that were balanced with rehabilitation opportunities, where appropriate.
  - Ensured quality investigation and crime analysis that led to successful identification and prosecution of offenders.
- Reduce recidivism by implementing treatment strategies that help offenders successfully reenter society.
  - Provided a continuum of treatment and diversion programs while adult offenders were in jail, addressing health and behavioral health.
  - Employed transitional services for offenders as they exited out of detention facilities.
  - Integrated evidence-based practices and principles in collaboration with community and justice partners.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
  - Engaged residents, private sector and local jurisdictions through community outreach events and emergency readiness planning.
  - Completed a new Geographic Information System (GIS) application for damage assessment reporting during disasters. The new application increased reporting frequency and thus reduced the time the County must wait for information on disaster impacts.
- Completed an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Ensured food quality safety and integrity, and verified that produce advertised as "organic" was registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Inspected 20 miles of targeted sewer mains and cleaned 390 miles of sanitary sewer collector mains to protect public health and the environment by minimizing the risk of overflows.

Strategic Initiative – Sustainable Environments

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improved County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Protected a sustainable watershed via outreach, education, inspections and developed plans to meet bacteria levels in accordance with the San Diego Regional Water Quality Control Board.
- Protected water quality and promote water conservation via workshops and the deployment of water kiosks throughout the agricultural community and at various annual events.
- Acquired, developed and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
- Designed and initiated construction on 21 road and road-related infrastructure improvement projects that enhanced the transportation network's long-term sustainability, exceeding the goal of 7 projects.
- Promoted increased civic engagement by increasing the number of permanent vote-by-mail voters by 15.6% and completing the addition of Chinese language to voting and election materials. This represents a 10.6% increase over the goal of a 5% increase in permanent vote-by-mail voters.
- Protected residential gardens and commercial produce from insidious pest infestations and avoided the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Maintained the planned schedule of library operations and current level of services, including an average of 200 after-school programs each month, at the County's 33 branch libraries and 2 mobile libraries.

Strategic Initiative – Healthy Families

Continue implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time by:

- Building a better service delivery system that is innovative and outcome-driven.
  - Implemented year one of the Community Transformation Grant (CTG) supported public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Implemented the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
  - Evaluated data from the two pilot programs integrating physical and behavioral health services. Two programs established with one providing comprehensive counseling and mental health services for children and adults, and the second program adding psychiatric consultations to support primary care providers.
  - Established Extended Foster Care program, an outcome from Assembly Bill (AB) 12, the *California Fostering Connections to Success Act*, to extend foster care to 21 years of age. Over 500 youth received transitional services in the first year.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implemented the multiyear Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
  - Provided nutrition education for 576 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety, exceeding the goal of 400 families.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Increased recreational opportunities and educational programs at County parks to enhance park patrons' experience and promote healthy lifestyles.
  - Completed and documented community input to the six regional *Live Well, San Diego!* plans by using the Mobilizing for Action through Planning and Partnership (MAPP) process from the National Association of County and City Health Officials.
  - Implemented second phase of the succession plan to advance *Live Well, San Diego!*
  - Began improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.

Required Disciplines for Excellence

Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- Continued to maintain the County's high credit ratings by managing within the construct of County GMS fiscal disciplines, maintaining a structurally-balanced budget and prudent reserves and ensuring that County residents' tax dollars are spent as efficiently as possible.
- Arranged financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $27.8 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Skilled, Adaptable and Diverse Workforce

- Began phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.
- To ensure the smooth delivery of future services and continued organizational growth and improvement, completed the first round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Significant multi-year projects that were scheduled for Fiscal Year 2012-13 or in progress include:
  - New CAC Waterfront Park - in progress
  - New parking structure at Cedar and Kettner streets in San Diego - in progress
  - Phase 1B of the County Operations Center (COC), allowing the relocation of County staff from the COC Annex, CAC and leased office space - in progress
  - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters - in progress

- Replacement Women's Detention Facility – in progress
- New Rancho San Diego Sheriff's Station – in progress
- East Mesa Detention Re-Entry and Rehabilitation Facility – in progress

- Opened the new Lincoln Acres Library, community room and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

Accountability, Transparency and Ethical Conduct

- Submitted 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.
- Provided open access to County business by making 42 Board of Supervisors meetings available on the Internet when they are held and afterward in audio and video archives.

Information Services

- Named 2012 "Library of the Year" by Library Journal magazine and Gale, an educational publishing company, for "profoundly demonstrating service to community" by automating services, increasing circulation and the number of programs it offers — despite the recession. The award is given each year to the top public library in the nation.
- Implemented the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications. Expanded the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to permit systems from mobile devices that field inspectors will use. Explored and developed eight mobile applications to improve service delivery and enhance the flow of information to the public.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.
- Enhanced customer service by providing web access to allow customers to perform land use file reviews without coming into the office.
- Reduced payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.
- Initiated the phased upgrade of the region's aging Regional Communication System (RCS), beginning with replacing the RCS Core in Fiscal Year 2012-13, and continuing planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Continued the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14. This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.

Regional Leadership

- Conducted the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.
- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Developed standard operating procedures/fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state. These procedures will be available for use by the other Unified Program Agency's throughout the State.

Continuous Improvement and Innovation

- Implemented Board of Supervisors directed recommendations to improve the land development process for customers. The establishment of the department of Planning and Development Services (PDS) created a new approach to serving customers and combined the land use functions that were formerly divided among various County departments, namely Planning and Land Use, Public Works, and Parks and Recreation.

- Developed procedures and implemented a program to scan and enter emission inventory summaries into the Business Case Management System – Accela (BCMS) at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Developed and initiated the transition of the virtual enforcement response determination document into the Business Case Management System (BCMS) within the Pesticide Regulation Program. This document is used to track the action taken when a violation is found.
- Developed new communication channels to release timely housing-related information in emergencies as well as ongoing housing and community development opportunities.
- Completed co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Customer Satisfaction

- Promoted and made customer service a top priority by developing and providing customer service training emphasizing customer focus in all Land Use and Environment Group management and section meetings and instructed staff on good communication skills with the public and regulated community.
- Completed an implementation plan and drafted changes to the County Ordinance to institute a letter grading system similar to the one used in restaurants for meat markets and for mobile food facilities that prepare food.
- Began year one of Supplemental Nutrition Assistance Program (SNAP) grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.

2013-15 Objectives

During Fiscal Years 2013-15, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the changing service needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will continue to work with CAOs in other California counties to protect local revenues and interests as the State continues to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enable the organization to better meet changing public needs or program realities - using strategies that include reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2013-15 Objectives and how they relate to the County's 2013-2018 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that enables the County to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Strategic Initiative – Safe Communities

- Promote and implement strategies that protect residents from crime or abuse:
  - Employ information-led policing strategies to crime problems at the local and regional levels.
  - Reduce recidivism through evidence-based practices and services in collaboration with community and justice partners.
- Promote strategies that make neighborhoods safe places to live, work and play:
  - Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Coordinate with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
  - Collaborate with regional fire service agencies to improve fire protection and emergency response services.
  - Incorporate disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.

- Work with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region to:
  - Coordinate and conduct binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
  - Integrate the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
- County Communications Office will participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Strategic Initiative – Sustainable Environments

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers. Issue 2,000 photovoltaic permits for solar power systems under an expedited fee waiver program.
- Partner with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Save 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Reduce air pollution emissions and health risk from freight movement using State Goods Movement Emission Reduction Program (Proposition1B) funds to award grants to equipment owners to replace older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing test emissions from all natural gas, expand the network of air monitors for carbonyl compounds, and develop the capability to deploy an emergency network of 2 fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.

Strategic Initiative – Healthy Families

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

- Build a better service delivery system that is innovative and outcome driven.
  - Implement the multi-year Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Provide Public Health Nurse home visits to participants in the Community Based Care Transitions Programs (CCTP) to help them proactively manage their chronic medical conditions.
  - Co-locate Child Welfare Services staff with staff from community based organizations to improve service integration.
  - Celebrate 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery
  - Create safer parks, preserves and recreation centers using volunteers to assist with park patrols, operations, and maintenance by contributing more than 96,000 hours annually.
  - Ensure that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Support positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to low-income families in the regions that are potentially eligible for the federally funded CalFresh food assistance program.
  - Support regional efforts with a variety of programs and outreach to reduce homelessness among families and veterans and increase self-sufficiency.
  - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
- Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.

- Implement regional community health improvement plans through the participation or leadership of Resident Leadership Academy (RLA) graduates. The purpose of the RLA is to build community capacity for health improvement in local neighborhoods.
- Implement third phase of the succession plan to advance *Live Well, San Diego!*

Required Disciplines for Excellence

Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.

Skilled, Adaptable and Diverse Workforce

- To ensure the smooth delivery of future services and continued organizational growth and improvement, complete the second round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Plan and design facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, a new Registrar of Voters building on the County Operations Center Campus and a new office for the Assessor/Recorder/County Clerk in El Cajon. Continue significant multi-year projects:
  - CAC Waterfront Park
  - Parking structure at Cedar and Kettner streets in San Diego
  - Replacement Women's Detention Facility
  - New Rancho San Diego Sheriff's Station
  - East Mesa Detention Re-Entry and Rehabilitation Facility

Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.

Information Services

- Continue the phased upgrade of the region's aging Regional Communication System (RCS), planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Continue the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14. This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.
- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Leverage technology innovations to improve service delivery and operational efficiency. Continue projects to support improved process efficiencies and data sharing.
- Complete the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post implementation assessment and review at 6 months; examine the viability and feasibility for rolling out these devices to other potential locations.
- Continue to refine and enhance the Accela Automation system that integrates land development permit operations, time accounting and finances of land development permits.
- Convert all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

Regional Leadership

- Host a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California

Department of Public Health to educate local industry and regulators; invite regulators from neighboring jurisdictions to participate in the training.

- Work with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- Pursue voluntary Public Health Accreditation status to promote accountability and continuous improvement.

Continuous Improvement and Innovation

- Implement changes and monitor the Community Event Permit (CEP) process for improved customer service.
- Complete the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits fees and deposits, reducing the need for customers to physically visit an office.
- Effective Fiscal Year 2013-14, Public Administrator/ Public Guardian and Behavioral Health Conservator unit will become part of Aging and Independence Services to reflect Health and Human Services Agency's reorganization to improve effectiveness and efficiency in service delivery.

Customer Satisfaction

- Ensure consumer value by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Implement the use of an online intake form to receive public complaints of food borne illness.
- Transition Healthy Families and Low Income Health Program participants into appropriate health programs to promote continuity of care and a medical home, providing patient-centered, comprehensive, and coordinated care.

Related Links

For additional information about the Chief Administrative Office, refer to the website at www.sdcounty.ca.gov/cao.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing.

- Transfer of 4.00 staff years from OIA to OEC due to the County's ethics and compliance functions being merged under OIA. As a consequence, OIA was renamed OEC.

Expenditures

Increase of $0.1 million.

- Services and Supplies – Increase of $0.1 million primarily as a result of an increase in the public liability expense.

Revenues

Increase of $0.1 million.

- General Purpose Revenue Allocation — increase of $0.1 million primarily to offset the increased public liability cost.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Internal Affairs	4.00	4.00	—	(100.0)	—
Office of Ethics & Compliance	—	—	4.00	—	4.00
Total	14.50	14.50	14.50	0.0	14.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Executive Office	$ 1,483,854	$ 1,486,163	$ 1,595,399	7.4	$ 1,615,823
Office of Intergovernmental Affairs	1,410,749	1,420,397	1,468,203	3.4	1,478,271
County Memberships and Audit	770,638	771,984	764,579	(1.0)	764,579
Internal Affairs	637,818	633,690	—	(100.0)	—
Office of Ethics & Compliance	—	—	613,168	—	625,219
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,493,377	$ 2,492,190	$ 2,516,848	1.0	$ 2,559,391
Services & Supplies	1,809,682	1,820,044	1,924,501	5.7	1,924,501
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 170,864	$ 106,812	$ 112,548	5.4	$ 112,548
Use of Fund Balance	$ 42,348	—	—	—	—
General Purpose Revenue Allocation	4,089,847	4,205,422	4,328,801	2.9	4,371,344
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

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COUNTY OF
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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, the Chief Administrative Officer, and the Chief Financial 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. To strategically align financial and operational planning services under the Chief Financial Officer, the Office of Financial Planning was moved from the Auditor and Controller to the Finance and General Government Executive Office.

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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- 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.

- Processed 98% of County payments within five business days after receipt of invoice by Accounts Payable (AP) to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. The goal was not achieved due to unanticipated vacancies. As a result, the processing of some payments were delayed, exceeding the 5 day processing goal. Although the goal was not achieved, all available discounts were captured.
- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 95% (190 of 199) were implemented on or before their due date.
- Met the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline for Excellence – Regional Leadership

- Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2011.

- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2012.
- Earned the GFOA – Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the fiscal year ended June 30, 2011.
- Earned the GFOA – Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2012

Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continued the development and implementation of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Initiated the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget development process, will ensure continued support of this key application.
- Documented the requirements necessary for the upgrade of Revenue and Recovery's Cashiering and Cash Management System to create an online payment portal for the collection of county debts and improve our compliance with the State's best practices as prescribed in Penal Code §1463.007.
- Upgraded Fusion Middleware (FMW) software application to latest release. The upgrade of FMW will enable the County to transition certain key legacy custom applications and components to the upgraded version resulting in improved functional capabilities.
- Successfully implemented new internal controls software. The implementation of this new application, which supports the County's internal audit function, will serve as a foundation to improve the County's audit, compliance, and risk management functions.

Required Discipline for Excellence – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Actual General Purpose Revenue received was 1.45% greater than the budgeted General Purpose Revenue, which met the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

Required Discipline for Excellence – Essential Infrastructure

- Relocated Auditor and Controller (A&C) offices to new office space at the County Operations Center, which reduced the amount being paid for leased office space.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.

Required Discipline for Excellence – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.
- Meet or exceed the prior year's actual recovery rate percentage (total dollars collected / total available accounts receivable) of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR).

Required Discipline for Excellence – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2012.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.

Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue implementation of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Complete the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget process; will ensure continued product support of this key application.
- Replace the County's existing Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with a new Fusion Middleware based application Deposit AR Reallocation Transfer (DART). This new application will provide County users with improved functionality and simplify future upgrades.
- Upgrade County Data Warehouse to latest application release (OBIEE 11G) which includes many new features such as: updated dashboards, better user interface (UI), and improved integration with web services and other applications.

Related Links

For additional information about the Auditor and Controller, refer to the website at www.sdcounty.ca.gov/auditor.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget[2]	1.6%	2.5%	1.45%	N/A	N/A
Planning – Meet the arbitrage[3] limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[4]	YES	YES	YES	YES	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable[5]	92% of 173,577	100%	98% of 198,000	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	99% of 1,599	100%	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]	93% of 192	95%	95% of 190	95%	95%
Collections – Meet or exceed prior year's Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable)[7]	N/A	N/A	N/A	7.25%	7.25%

Table Notes

[1]General Purpose Revenue (GPR) represented approximately 26.0% of the General Fund financing sources in Fiscal Year 2012-13. 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]Effective Fiscal Year 2013-14, responsibility for this projection will be transferred with the Office of Financial Planning to the Finance and General Government Group Executive Office.

[3]Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[4]This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

[5]The County payments processed within 5 days of receipt of invoice in Accounts Payable were below the target of 100%, as a result of unanticipated vacancies which delayed the processing of some payments.

[6]Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. 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.

[7]This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery(ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Decrease of 14.00 staff years:

- Decrease of 13.00 staff years as a result of the Office of Financial Planning being moved to the Finance and General Government Group Executive Office.
- Decrease of 1.00 staff year to the Finance and General Government Group to provide administrative support.
- Transferred 1.00 staff year from Controller Division to ORR for better alignment with operational needs.

Expenditures

Net decrease of $0.8 million

- Salaries and Benefits — decrease of $2.2 million is primarily due to the transfer of 14.00 staff years from the Auditor and Controller to the Finance and General Government Executive Office.
- Services and Supplies — increase of $1.4 million primarily as a result of one-time costs associated with various IT projects including an upgrade of the annual financial reporting application, ERP disaster recovery application and architecture, ERP middleware enhancements, and data archiving projects.

Revenues

Net decrease of $0.8 million

- Miscellaneous Revenue — increase of $0.1 million due to anticipated revenue as a result of an electronic payment solution.
- Use of Fund Balance — increase of $1.2 million for a total budget of $3.4 million to fund various one-time IT projects detailed above.
- General Purpose Revenue Allocation — decrease of $2.1 million, which is primarily a result of the transfer of 14.00 staff years from A&C to the Finance and General Government Executive Office.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $2.9 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2013-14. These reductions are partially offset by increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Office of Financial Planning	13.00	13.00	—	(100.0)	—
Controller Division	96.00	98.00	97.00	(1.0)	97.00
Revenue and Recovery	92.00	92.00	93.00	1.1	93.00
Administration	18.50	17.50	16.50	(5.7)	16.50
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	245.50	246.50	232.50	(5.7)	232.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Audits	$ 2,501,686	$ 2,498,477	$ 2,463,468	(1.4)	$ 2,506,308
Office of Financial Planning	2,263,693	3,796,072	—	(100.0)	—
Controller Division	11,172,215	11,350,330	10,946,360	(3.6)	11,181,680
Revenue and Recovery	9,326,856	8,995,646	8,912,695	(0.9)	9,089,876
Administration	2,579,233	2,888,545	3,082,520	6.7	3,117,563
Information Technology Mgmt Services	6,139,963	7,223,485	10,559,343	46.2	7,158,845
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 23,672,973	$ 23,968,755	$ 21,817,942	(9.0)	$ 22,334,828
Services & Supplies	10,309,673	12,782,800	14,145,444	10.7	10,718,444
Other Charges	1,000	1,000	1,000	0.0	1,000
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 36,325	$ 70,970	$ 75,628	6.6	$ 75,628
Charges For Current Services	6,643,874	6,722,110	6,754,163	0.5	6,754,163
Miscellaneous Revenues	157,688	157,688	290,000	83.9	290,000
Use of Fund Balance	348,196	2,250,000	3,430,000	52.4	—
General Purpose Revenue Allocation	26,797,563	27,551,787	25,414,595	(7.8)	25,934,481
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County of San Diego employees and 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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Information Services

- Extended the date of completing the upgrade of desktop and laptop operating system software to Windows 7 on all County desktop and laptop workstations to December 2013 because County departmental business requirements and some "in-flight" projects had to remain on Windows XP after the target completion date.
- Implemented the Mobile Applications Development Platform (MADP) to facilitate the development and deployment of mobile applications. The full production release was completed in February 2013 and is currently under CTO Platform Support.
- Deployed technologies that enabled vendors, customers and County employees to seamlessly, efficiently and securely collaborate online and provided a wide variety of services. This initiative was completed May 2013.
- Revised and updated the IT Standards and IT Toolkit which are used by departments to develop online applications and services. This serves to ensure that new online capabilities are optimized for use on all types of devices, including traditional desktop computers, tablet devices, and smart phones.
- Partnered with the Health and Human Services Agency to provide procurement technical oversight, vendor selection and implementation of the Knowledge Integration Project. This initiative will continue into next fiscal year.

- Developed and delivered the initial phase of Identity Access Management (IDAM) projects that will enhance access management, improve user lifecycle management, optimize user repositories (reduced to single sign-on) and automate management reporting, auditing and monitoring of application access.The first phase of this initiative was completed in February 2013 and the subsequent phases will be completed over the next fiscal year.
- The development and deployment of an internal, private cloud within the County data centers based on existing virtual technologies will not be completed, as resources for this initiative were reallocated to other priorities. Due to changing technologies, this initiative will be re-evaluated to determine whether or not it should continue.
- The upgrade of Oracle Fusion Middleware Platform was completed in February 2013. This now allows for the replacement of the Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with Deposit AR Reallocation Transfer (DART) thereby improving the process of intra-County fund transfers. It also resolved a number of issues that were pending in the newer version and release.

Required Discipline for Excellence – Customer Satisfaction

- Utilized the results of the 2011 IT Customer Satisfaction Surveys (including All County and IT Management Surveys) to conduct targeted research and determine specific opportunities for continuous improvement; developed strategies for implementing improvement activities; and advanced employee satisfaction with technology in key focus areas.

- Developed a feedback process to assess how well infrastructure and applications projects meet the needs of County departments. CTO conducted five pilot projects to assess business value and the degree to which business objectives were met.
- Provided a comprehensive plan and infrastructure to allow the County to securely manage a wide variety of mobile devices for use by County employees (Bring Your Own Device/Technology concept). This will eliminate the need of carrying two mobile devices, one for their personal use and one for work and still provide necessary security.

Required Discipline for Excellence – Fiscal Stability

- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Updated IT cost management system (Chargeback) to improve efficiencies in monitoring and reporting IT costs to County users.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed the implementation of Project and Portfolio Management (PPM) software, an HP Enterprise Services (HPES) solution for managing all aspects of IT projects, including status reporting, issues management, risk management and time reporting.
- Completed the implementation of Application Lifecycle Management (ALM) software, an HPES solution for managing applications through development, testing and implementation.
- Extended the implementation of future phases of the Service Manager application to modernize the tools and services used within the County to September 2013 due to reallocation of staff to other priorities.
- Developed a retirement roadmap strategy as part of the Applications Rationalization project and identified applications that may have technology risks and/or minimal business value. The project was completed by June 30, 2013.

Required Discipline for Excellence – Regional Leadership

- Provided regional and national leadership through participation on advisory boards and speaking engagements.
- Received the national Digital Government Achievement Award for Justice Electronic Library System (JELS) in the Government to Government category.
- Received the 2012 California State Association of Counties (CSAC) Award for JELS.
- Presented at the 2013 annual CSAC conference – IT Innovation Summit.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Provided employees and community members with IT learning opportunities via vendor fairs and IT education days.

2013-15 Objectives

Required Discipline for Excellence – Information Services

- Complete upgrade of the Windows 7 operating system software on all County desktop and laptop workstations prior to the April 2014 Windows XP support deadline.
- Create a single repository called DocVault to store Applications work products that is accessible to County staff. This repository will have fundamental taxonomy and search tools.
- Implement an enterprise constituent contact management and request management solution that will provide the County with a cohesive system for tracking constituent contact information and referrals. The system will be used by the five County Board of Supervisors offices, as well as County departments who receive and process requests for information from the public.
- Implement Service Manager (HPES application) to replace the aging MyRequest System.

Required Discipline for Excellence – Customer Satisfaction

- Utilize the results of the 2012 IT Customer Satisfaction Surveys (including All County and IT Management Surveys) to conduct targeted research and determine specific opportunities for continuous improvement, develop strategies for implementing improvement activities, and advance satisfaction in key focus areas.

Required Discipline for Excellence – Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Effectively manage performance of the County's Outsourcing Provider to ensure timeliness and value of IT services.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Redesign and reimplement the County's public-facing website on new technology that will allow for ease of design and sizing for mobile viewing as well as provide the ability for each County department to manage their specific content and features easily and cost-effectively.
- Re-architect the Documentum environment to enable new features of Documentum version 6.7 and tightly integrate with Captiva for capture solution. The first two applications to utilize the platform will be CalWin Electronic Records Management System (ERMS) and Xendocs.
- Implement Adobe LiveCycle solution to allow forms development, data loss prevention of Adobe document, and enable additional product feature capabilities.

Required Discipline for Excellence – Regional Leadership

- Provide regional and national leadership through participation on advisory boards and speaking engagements.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Develop and implement Organization Change Management Plan for the Integrated Property Tax System (IPTS) project
- Provide employees and community members with IT learning opportunities via vendor fairs and IT education days.
- Provide County user training for the updated IT cost management system to improve efficiencies in monitoring and reporting IT costs.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement a new Customer Relationship Management system to identify, record, and track requests for information and other communications received from the public. This system will ensure that County residents receive a timely and accurate response when making inquiries of County government.
- Provide technical oversight and support for the Knowledge Integration Project (KIP), a Health and Human Services Agency (HHSA) initiative that will set the foundation for centralized client care information. When completed, this new system will integrate information from several different HHSA systems to provide both County and external providers with a quick and accurate online information resource.

Related Links

For additional information about the CTO, refer to the website at www.sdcounty.ca.gov/cto.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Customer Satisfaction with Outsourcing Provider Services[1]	73%	68%	84%	70%	70%
Reduction of overall unresolved IT disputes with a minimum reduction of 10%[2]	14%	14%[2]	28%[2]	14%	14%
IT initiatives resulting from CTO-driven advanced planning[3]	3	3	3	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance[4]	N/A	N/A	N/A	99%	99%
Outsourcing Provider IT project performance to budget and schedule[5]	N/A	N/A	N/A	85%	85%

Table Notes

[1]Reflects the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies as reported by Gartner Inc. The variance represents overall improvement in the County's stability and reliability of its IT outsourced environment.

[2]Fiscal Year 2012-13 data will be used as the baseline in determining the 14% reduction in overall IT disputes for Fiscal Year 2013-14. The variance reflects the decrease in number of disputed charges due to the implementation of the disputes guiding principles.

[3]CTO-driven advanced planning initiatives such as re-architecture of the Documentum environment, the introduction into production of Adobe LiveCycle solution, implementation of the Mobile Application Development Platform, and the next phase of the Application Rationalization.

[4]This is a new measure effective Fiscal Year 2013-14 to reflect the CTO's overall management of outsourced IT services. The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) achieved by the Outsourcing Provider compared to the MASLs missed in a given fiscal year. MASLs are defined in the IT Outsourcing Agreement.

[5]This is a new measure effective Fiscal Year 2013-14 to reflect the CTO's overall management of outsourced IT services. The percentage reported reflects the MASLs for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year to support the centralization of enterprise platforms in the County Technology Office.

Expenditures

Increase of $3.8 million in the County Technology Office's operating budget.

- Salaries and Benefits — increase of $0.3 million due to the addition of 1.00 staff year and projected increases in County retirement contributions.
- Services and Supplies — increase of $3.5 million in application services, data center services, and catalog services for operational and maintenance costs of the enterprise platforms, including SharePoint, Documentum, Customer Relationship Management, Mobile Application Development and Identity Access Management.

Increase of $14.9 million in the Information Technology Internal Service Fund (ISF) based on information technology expenditures projected by all County departments, including one-time projects such as the scheduled upgrade of the County's human resource information system, and increases in various IT accounts for ongoing costs such as data storage and application support.

Revenues

Increase of $3.8 million in the County Technology Office's operating budget.

- Use of Fund Balance — increase of $0.9 million for a total budget of $4.1 million is budgeted.
  - $1.6 million for enterprise platform upgrades and licenses.
  - $2.5 million for one-time IT initiatives, including redesign and mobilization of County websites, implementation of constituent relationship management (CRM) software, and improvement of digital authorization and approval systems.
- General Purpose Revenue Allocation — increase of $2.8 million to support the various operational and maintenance costs associated with the centralization of enterprise platforms in the CTO.

Increase of $14.9 million in the Information Technology ISF.

- Charges for Current Services — increase of $14.4 million is based on information technology expenditures projected by all County departments. Each department is billed for IT services on a monthly basis.
- Other Financing Sources — increase of $0.6 million is based on an increase in costs for ERP system licenses and related expenditures that are typically funded through an operating transfer from the General Fund.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Total expenditures decrease by $15.9 million primarily as a result of a decrease of $12.8 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A $3.2 million decrease exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives described above.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
CTO Office	16.00	16.00	17.00	6.3	17.00
Total	16.00	16.00	17.00	6.3	17.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
CTO Office	$ 9,251,411	$ 10,750,954	$ 14,542,587	35.3	$ 11,314,861
Information Technology Internal Service Fund	127,670,508	140,380,086	155,266,339	10.6	142,561,672
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,871,096	$ 2,874,638	$ 3,195,367	11.2	$ 3,247,641
Services & Supplies	134,050,823	148,256,402	166,613,559	12.4	150,628,892
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 13,126	$ 10,233	$ 7,035	(31.3)	$ 7,035
Charges For Current Services	123,859,700	136,653,629	151,013,082	10.5	138,192,189
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	4,454,688	4,448,765	5,012,608	12.7	5,128,834
Use of Fund Balance	2,549,381	3,150,400	4,080,000	29.5	800,000
General Purpose Revenue Allocation	5,945,024	6,768,013	9,596,201	41.8	9,648,475
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 77% (23 of 30) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Distributed 100% (18) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline for Excellence – Continuous Improvement and Innovation

- 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 management of case files on shared drive resulting in greater efficiency and ease in compliance with record retention policy.
- Updated Rule VI discrimination complaint form to include authorization for release of records to allow the Office of Ethics and Compliance to conduct more thorough discrimination investigations.

2013-15 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.

- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the website at www.sdcounty.ca.gov/civilservice.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Positive customer satisfaction rating	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[1]	55% of 29	55%	77%[2] of 30	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 19	95%	100% of 18	95%	95%

Table Notes

[1]Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

[2]Increase in personnel disputes resolved without a full evidentiary hearing over prior fiscal year is primarily due to greater number of settlements/withdrawals of disciplinary appeals prior to hearing.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Minor increase in expenditures primarily as a result of an increase in public liability insurance premiums.

Revenues

Minor increase in General Purpose Revenue recommended to offset increase in expenditures described above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes recommended.

Staffing by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Civil Service Commission	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 514,988	$ 517,158	$ 530,119	2.5	$ 538,341
Services & Supplies	53,241	69,537	86,617	24.6	86,617
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

Budget by Categories of Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 57,201	$ 51,151	$ 51,233	0.2	$ 51,233
Use of Fund Balance	$ 8,760	—	—	—	—
General Purpose Revenue Allocation	502,268	535,544	565,503	5.6	573,725
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

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 of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 13,827 property tax assessment appeal applications quickly and accurately.
- Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Customer Satisfaction

- Ensured satisfaction with services provided by achieving consistently high ratings on surveys of 6,500 customers.
- Ensured the ability of the public to access public records by developing an online instructional video on how to use Documentum for records research.
- Provided opportunities to San Diego residents by processing and mailing 100% of 24,500 completed United States Passport applications on the same day they are received.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Enhanced the efficiency and transparency of Statement of Economic Interests (Form 700) filings by implementing a computer application to automate the process.

Required Discipline for Excellence – Regional Leadership

- Maintained position as a regional leader by presenting training to newly elected Board Members at the California State Association of Counties New Supervisor's Institute.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within five days of receipt.
- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within five days of the related meeting.
- To encourage public involvement in government, develop an online video about how the public can participate in Board of Supervisors meetings.
- To provide more universal access to public documents, convert official records of the Board of Supervisors to Portable Document Format (PDF).

- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.

Required Discipline for Excellence – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.
- Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received.
- Increase customer satisfaction by improving the efficiency and effectiveness of the U.S. Passport check-in process.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website www.sdcounty.ca.gov/cob.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Average score on internal customer surveys[1]	4.9 of 7,494 surveys	4.9	4.9 of 6,500 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	98% of 18,720 applications	92%	98% of 13,827 applications	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 40 recordings	100%	100% of 42 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received[3]	N/A	100%	100% of 24,500 applications	100%	100%

Table Notes

[1]Scale of 1-5, with 5 being "excellent."

[2]During Fiscal Year 2012-13, total applications received were 13,827. Target varies with volume: 1-5,000 received - 98%, 5,001 – 10,000 received - 95%, 10,001 or more received - 85%.

[3]New measure effective Fiscal Year 2012-13 to reflect department priorities.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Increase of $0.2 million.

- Salaries and Benefits — increase of $0.1 million primarily due to an increase in County retirement contributions.
- Services and Supplies — increase of $0.1 million primarily due to increased costs of maintaining information technology automation systems.

Revenues

Increase of $0.2 million

- Charges for Current Services — increase of $0.1 million primarily due to increased revenue from passport acceptance and photo service.
- General Purpose Revenue Allocation — increase of $0.1 million to support expenditure changes described above, partially offset by an increase in Charges for Current Services.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.1 million in Salaries and Benefits primarily due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Legislative Services	11.00	12.00	12.00	0.0	12.00
CAC Facilities Services	9.00	—	—	—	—
Public Services	11.00	12.00	12.00	0.0	12.00
Executive Office	5.00	3.00	3.00	0.0	3.00
Total	36.00	27.00	27.00	0.0	27.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Legislative Services	$ 1,109,960	$ 1,290,193	$ 1,324,384	2.7	$ 1,348,448
CAC Facilities Services	$ 3,091,939	—	—	—	—
Public Services	1,047,168	1,153,991	1,219,095	5.6	1,248,677
Executive Office	969,122	835,426	923,462	10.5	932,138
CAC Major Maintenance	240,000	—	—	—	—
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 3,408,475	$ 2,642,411	$ 2,700,694	2.2	$ 2,763,016
Services & Supplies	3,049,714	637,199	766,247	20.3	766,247
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	60,000	—	—	—	—
Charges For Current Services	$ 428,309	$ 595,800	$ 710,600	19.3	$ 710,600
Miscellaneous Revenues	12,085	5,085	5,085	0.0	5,085
Use of Fund Balance	278,087	—	—	—	—
General Purpose Revenue Allocation	5,679,708	2,678,725	2,751,256	2.7	2,813,578
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

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 litigation program. County Counsel also provides representation of the County's Health and Human Services Agency 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 the goal of the County to better serve the residents of San Diego County.

2012-13 Anticipated Accomplishments

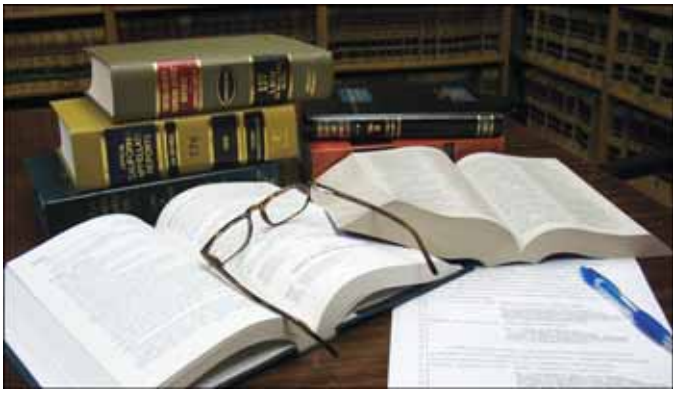
Required Discipline for Excellence – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (30 of 30) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 98% (1,481 of 1,511) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (9 interns) to provide quality service to clients.

Required Discipline for Excellence – 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.



- Resolved 80% (88 of 110) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (22 of 110) by settlement.
- Prevailed in 95% (84 of 88) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 90% (9 of 10) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 95% (105 of 110) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative – Healthy Families

County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.

- Prevailed in 98% (1,345 of 1,372) of Juvenile Dependency petitions filed in Superior Court.
- Prevailed in 95% (342 of 360) of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel supported the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Completed 100% (2) draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, with the expectation that they would provide positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of 15 regional organizations and committees.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provided 50 education programs on selected legal subjects for County departments.
- Provided 50 specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provided 24 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 for Excellence – Information Services

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Continued to work with the County Technology Office on the development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.
- Maintained the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- Continued to expand use of available mobile technologies, such as implementing web-based solutions or increasing the use of mobile computing to increase efficiencies.
- The capability to implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes will be assessed when we transition to the new web-based office practice management system referenced above. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.

2013-15 Objectives

Required Discipline for Excellence – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 95% or more of all advisory assignments for County departments by the agreed upon due dates.
- Continue County Counsel law student internship program to provide quality service to clients.

Required Discipline for Excellence – 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.

- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
- Prevail in 90% or more of court decisions in all lawsuits filed against the County.

- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed 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.

Strategic Initiative – Healthy Families

County Counsel will provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.

- Prevail in 98% or more of Juvenile Dependency petitions filed in Superior Court.
- Prevail in 95% or more of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel will support the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Complete 100% of all draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence – 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 15 regional organizations and committees.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provide 50 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, case evaluation 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 for Excellence – Information Services

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Continue toward development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.
- Complete the transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improve the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- Continue to expand use of available mobile technologies, such as implementing web-based solutions or increasing the use of mobile computing to increase efficiencies.
- Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County's Oracle financial system, and will provide efficiencies in data entry and reconciliation.

Related Links

For additional information about County Counsel, refer to the website at www.sdcounty.ca.gov/CountyCounsel.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Advisory assignments for Board of Supervisors to be completed by the due date	100% (31 assignments)	95%	100% (30 of 30 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,543 of 1,554 assignments)	90%	98% (1,481 of 1,511 assignments)	95%	95%
Resolved cases filed against the County by court decision or dismissal/settlements	N/A	80%/ 20%	80%/ 20% (88 of 110)/ (22 of 110)	80%/ 20%	80%/ 20%
Resolved court cases filed against the County in which County will prevail (County success rate)	92% (108-9 record)	90%	95% (84-4 record)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (142 cases)	95%	95% (105 of 110 cases)	95%	95%
Success rate in County cases against other parties	100% (8 cases)	90%	90% (9-1 record)	90%	90%
Number of training programs presented by County Counsel	70[1]	50[2]	50	50	50
Number of risk mitigation education sessions provided by County Counsel	69[1]	50	50	50	50
Draft Environmental Impact Report reviews completed within 40 days or less[3]	N/A	90%	100% (2 reviews)	100%	100%
Success rate in Juvenile Dependency petitions filed in Superior Court[3]	N/A	95%	98% (1,345 of 1,372 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed[3]	N/A	95%	95% (342 of 360 appeals and writs)	95%	95%

Table Notes

[1]County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County.

[2]Increase in training programs necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

[3]New measure effective Fiscal Year 2012-13 to reflect department priorities.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year due to transfer of Senior Deputy County Counsel staff from Health & Human Services Agency (HHSA) to support increased HHSA program needs.

Expenditures

Net increase of $0.5 million.

- Salaries and Benefits — increase of $1.0 million primarily due to significant increases in County retirement contribution costs and the addition of 1.00 staff year.
- Expenditure Transfer & Reimbursements — decrease of $0.4 million due to addition of 1.00 staff year to provide exclusive legal services to HHSA and increased operational costs for providing exclusive legal services to client departments. By transferring an increased amount of expenditures to client departments, County Counsel will effectively reduce its total expenditures.

Revenues

Net increase of $0.5 million.

- Charges for Current Services — Increase of $0.5 million due to project workloads and slight adjustments in cost recovery rates.
- Use of Fund Balance — Decrease of $0.1 million for a total planned use of $0.4 million. Recommended uses of fund balance include $0.2 million for Justice Electronic Library System (JELS) document scanning and mobile technology, and $0.1 million for enhancements to the department's case management system (T360) for improved financial transparency.
- General Purpose Revenue Allocation — Increase of $0.2 million based primarily on projected increases in retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No change in staffing.

Net decrease of $0.2 million due primarily to elimination of one-time expenditures included in the Fiscal Year 2014-15 recommended budget, partially offset by projected increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Counsel	135.00	135.00	136.00	0.7	136.00
Total	135.00	135.00	136.00	0.7	136.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Counsel	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 21,574,801	$ 21,685,045	$ 22,643,941	4.4	$ 22,821,082
Services & Supplies	1,499,346	1,912,597	1,871,828	(2.1)	1,523,421
Expenditure Transfer & Reimbursements	(713,070)	(662,202)	(1,056,501)	59.5	(1,080,863)
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 9,955,485	$ 10,330,313	$ 10,822,384	4.8	$ 10,804,784
Miscellaneous Revenues	225,109	8,500	1,100	(87.1)	1,100
Use of Fund Balance	193,984	504,923	360,000	(28.7)	—
General Purpose Revenue Allocation	11,986,499	12,091,704	12,275,784	1.5	12,457,756
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

San Diego County Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Reviewed and investigated 98 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Returned 55 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2013-15 Objectives

Strategic Initiative – Safe 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 in accordance with Penal Code §904.6

Related Links

For additional information about the Grand Jury, refer to the website at www.sdcounty.ca.gov/grandjury.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing

Expenditures

No significant changes.

Revenues

No significant changes.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	1.00	1.00	1.00	0.0	1.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Grand Jury	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 113,686	$ 122,528	$ 125,188	2.2	$ 126,761
Services & Supplies	487,546	465,552	467,158	0.3	467,158
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Use of Fund Balance	21,595	—	—	—	—
General Purpose Revenue Allocation	$ 579,637	$ 588,080	$ 592,346	0.7	$ 593,919
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Continuous Improvement and Innovation

- Due to vendor issues regarding onsite versus offsite hosting, the goal to develop and implement an automated "On-Boarding" application is presently in suspense and will be revisited at a future date.
- Designed and developed a system to track the electronic routing and approval of classification activity requests in order to streamline the process and provide enhanced tracking capabilities.
- Competitively procured an Investigative Services contract for Workers' Compensation in August 2012, a Managed Care Services contract for Workers' Compensation in July 2012, and an Employee Benefits medical provider contract in June 2013.
- The existing Medical Provider contract for the Workers' Compensation and Medical Standards programs was extended an additional six months with a new contract procured in April 2013.

Strategic Initiative – Healthy Families

- Developed and implemented the second year Employee Wellness Program components and achieved a 10% employee program participation rate.

Required Discipline for Excellence – Information Services

- Began to develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Converted existing Procurement Card (P-Card) training materials and resources were placed on SharePoint for access by all P-Card holders and approvers.
- Converted Workers' Compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access and reduce costs associated with the storage and production of paper files.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provided departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.
- Through the development and rollout of the Leadership Planning Model, provided departments with assistance in creating executive succession plans to assist them in forecasting and preparing for future staffing needs and changes.
- Implemented Sexual Harassment Prevention training for non-supervisors online to ensure Countywide completion among all employees.
- Reorganized and streamlined the New Employee Orientation to reduce classroom time and employee travel

expense by eliminating an additional day of classroom training.

- Supported the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by making training available to the appropriately identified employees during Fiscal Year 2012-13.

Required Discipline for Excellence – Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- Continued negotiations toward a fiscally prudent successor agreement for In-Home Support Services (IHSS) Public Authority. However, it is anticipated that the State of California will take control of IHSS sometime in 2015.

2013-15 Objectives

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Increase diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Conduct the Labor Relations Academy training by March 31, 2014.
- Support the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by transforming Local Assistance Center (LAC) Orientation classroom training to an e-learning module in order to provide training as soon as an employee is identified as a LAC worker by June 30, 2014.
- Provide Countywide formal, informal, and social learning opportunities in support of the Leadership Development Model by June 30, 2015.
- Maintain a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.

Strategic Initiative – Healthy Families

- Develop and implement the third year Employee Wellness Program components and achieve a 15% employee program participation rate.

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreement with the 2 bargaining units within the Deputy Sheriffs' Association by July 2014.

Required Discipline for Excellence – Information Services

- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Review and Update Labor Relations Intranet website content by December 31, 2013.
- Convert Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files by June 30, 2015.
- Enhance recruiting webpage to include various means of social media in order to better attract the new generation of candidates.
- Coordinate the migration of the Learning Management System (LMS) from HP to SumTotal hosting to improve operational efficiency by June 30, 2015.

Required Discipline for Excellence – Customer Satisfaction

- Procure a portable fingerprinting machine to facilitate off-site background process and improve customer service by June 30, 2014.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Conduct Countywide study on all IT classifications to evaluate the appropriate current and future use of all IT classifications and determine if there is a need to streamline or modify class functions.
- Analyze current Workers' Compensation claims management system and conduct research into alternative systems to ensure optimal performance and best use of County resources by June 30, 2014.
- Competitively procure an Employee Benefits Broker and Consultant Services Contract by January 2014.
- Utilize autoscore feature in NeoGov on all recruitments with fifty or more applicants in order to automate verification of minimum qualifications and reduce the amount of time spent by staff to review individual applications.

Related Links

For additional information about the Department of Human Resources, refer to the website at www.sdcounty.ca.gov/hr.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Classification activity requests[1] completed within prescribed time frame	97% of 184	98% of 150	98% of 185	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 455	98% of 400	98% of 460	98% of 400	98% of 400

Table Notes

[1]Classification activity requests are departmental requests to either create or modify a job classification.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year.

- Increase of 1.00 staff year in the Employee Benefits Division to provide customer service and operational activities for two new high deductable medical plans, Health Savings Accounts and limited purpose flexible spending accounts.

Expenditures

Net increase of $0.6 million.

- Services and Supplies — increase of $0.6 million due to increases in contractual service costs associated with software maintenance in the Employee Development Division, broker services in the Employee Benefits Division and negotiation support in the Labor Relations Division.

Revenues

Net increase of $0.6 million.

- Charges for Current Services — increase of $0.2 million as a result of increase external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — increase of $0.4 million due to cost reimbursement of the Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance — increase of $0.1 million for a total budget of $0.5 million. One-time funding includes $0.1 million for automating employee contributions to health savings accounts, software and minor equipment purchases of $0.1 million, and $0.3 million to continue funding of the Workforce Academy for Youth program.
- General Purpose Revenue Allocation — decrease of $0.1 million primarily due to cost recovery of services rendered as described in Charges for Current Services above. Partially offset by increased ongoing needs described in Salaries & Benefits above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.3 million, including $0.6 million decrease in Services & Supplies for anticipated completion of one-time projects in Fiscal Year 2013-14, partially offset by projected increase in Salaries & Benefits primarily for County retirement contributions.

Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Department of Human Resources	112.00	114.00	115.00	0.9	115.00
Total	112.00	114.00	115.00	0.9	115.00

Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Department of Human Resources	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 13,335,782	$ 13,530,728	$ 13,582,698	0.4	$ 13,864,957
Services & Supplies	10,151,322	9,978,773	10,543,414	5.7	9,928,580
Capital Assets Equipment	—	—	15,000	—	—
Expenditure Transfer & Reimbursements	(152,090)	(185,548)	(203,867)	9.9	(203,867)
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 7,473	$ 8,405	$ 8,174	(2.7)	$ 8,174
Charges For Current Services	1,761,121	1,632,228	1,867,249	14.4	1,867,249
Miscellaneous Revenues	6,922,664	7,303,271	7,661,901	4.9	7,703,862
Use of Fund Balance	1,158,290	425,000	547,000	28.7	—
General Purpose Revenue Allocation	13,485,466	13,955,049	13,852,921	(0.7)	14,010,385
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media messages and internal communications. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors through web, print, broadcast and social media. As part of their duties, staff members explore emerging technologies to ensure the County continues to be able to communicate effectively with residents.

Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Customer Satisfaction

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
  - Created easy-to-understand, complete instructions, in written form or video, that explain where and how the media and public can find information on County websites. Completed 15 videos or articles in Fiscal Year 2012-13.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 215 video presentations in Fiscal Year 2012-13.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Updated the County News Center regularly to establish the site as a valid news source. Added at least one new content item (article or video) every business day for a total of 550 during Fiscal Year 2012-13.
  - Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 39% during Fiscal Year 2012-13.

Strategic Initiative – Safe Communities

- Participated in two drills to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet

site, posting 210 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2012-13.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 200 video presentations in Fiscal Year 2013-14 and another 205 in Fiscal Year 2014-15.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Update the County News Center regularly to establish the site as a valid news source. Add at least one new content item (article or video) every business day for a total of 310 during Fiscal Year 2013-14, and another 315 during Fiscal Year 2014-15.
  - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 10% during Fiscal Year 2013-14, and an additional 10% during Fiscal Year 2014-15.

Strategic Initiative – Safe Communities

- Participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 135 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2013-14, and another 140 during Fiscal Year 2014-15.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Work together with the County Technology Office to redesign the County's public-facing website, emphasizing design and content that enhances the public's ability to access information about the County's programs and services from a variety of mobile devices.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the website at www.sdcounty.ca.gov/dmpr or www.countynewscenter.com.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
New presentations, programs, segments, Public Service Announcements (PSAs), web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories	200	195	215	200	205
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites	10	15	15	N/A[1]	N/A
Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
News items (article or video) posted on County News Center	724	300	550	310	315
Increase in followers of County social media sites[2]	N/A	10% (1,055)	39% (4,487)	10% (1,609)	10% (1,770)
Articles, videos and information posted on department's intranet site[2]	N/A	130	210	135	140

Table Notes

[1]No longer need separate measurement for these types of articles and videos as they are regularly incorporated into County News Center content.

[2]New measure effective Fiscal Year 2012-13.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $0.03 million.

- Salaries and Benefits — increase of $0.06 million primarily due to increases in County retirement contributions.
- Services and Supplies — decrease of $0.15 million primarily due to projected decreases in Information Technology costs and minor equipment expenditures for CTN production equipment.
- Capital Assets Equipment — increase of $0.1 million primarily due to the addition of one-time capital expenditures for CTN production equipment.
- Expenditure Transfer & Reimbursements — increase of $0.03 million as a result of reduced expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount to be reimbursed will be decreased by $0.03 million, it has the effect of increasing expenditures by $0.03 million.

Revenues

Net increase of $0.03 million

- Licenses, Permits & Franchises — decrease of $0.03 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the decreases in minor equipment expenditures for CTN production equipment.
- General Purpose Revenue Allocation — increase of $0.06 million as result of increases in County retirement contributions and to offset the reduced expenditure transfers noted above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.06 million attributed to a decrease of $0.1 million due to the elimination of one-time capital expenditures for CTN production equipment, which is offset by an increase of $0.04 million in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	22.00	22.00	22.00	0.0	22.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Communications Office	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,569,000	$ 2,595,425	$ 2,651,889	2.2	$ 2,693,279
Services & Supplies	514,141	640,132	486,882	(23.9)	484,882
Capital Assets Equipment	356,000	200,000	299,400	49.7	196,000
Expenditure Transfer & Reimbursements	(285,000)	(375,000)	(350,000)	(6.7)	(350,000)
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 394,000	$ 350,000	$ 320,700	(8.4)	$ 215,300
Use of Fund Balance	$ 43,238	—	—	—	—
General Purpose Revenue Allocation	2,716,903	2,710,557	2,767,471	2.1	2,808,861
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

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County of San Diego

Capital Program

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Capital Program

Capital Program Introduction

To provide a formal groundwork for the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds.

The Capital Program is composed of the following major funds:

- **Capital Outlay Fund** was established in Fiscal Year 1979-80 to provide centralized budgeting and accounting for the County's capital projects, and currently is used to account for the funding of land acquisitions and capital projects that do not fall within the scope of any of the other capital program funds (listed below). Examples of capital projects that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP).
- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other county 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 justice and public safety capital improvements, including detention facilities, Sheriff's stations, crime laboratories and other criminal justice facilities.
- **Library Projects Fund** contains budgeted amounts for the acquisition and construction of County Library facilities.
- **Multiple Species Conservation Program Fund** was established during Fiscal Year 2010-11 and contains budgeted amounts for the improvement and acquisition of land related to the MSCP. MSCP seeks to preserve San Diego's natural areas, native plants and animals and refine the development process, thereby conserving the quality of life for current and future generations.
- **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 all of its revenues, produced by this property from the lease and sale of land, are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006. The Edgemoor Development Fund provides funding for the principal and interest payments related to the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements, including buildings and initial furnishings and equipment.
- Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply and the following expenses are not to be funded from the Capital Program Funds:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a capital project.
- Furnishings or equipment not considered a permanent component of the facility or other short lived general fixed assets.

- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds such as the Road Fund.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The County's 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 identifies the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA).

In accordance with Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development and funding of both immediate and long-term capital projects. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Funded projects are given first priority, followed by partially funded projects and, finally, unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects, including a description, estimated costs and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined per County Administrative Manual, Item 0050-01-06 *Capital, Space and Maintenance Requests*, as those projects which improve or enhance an existing facility or space within it. The definition includes projects that increase the value or extend the useful life of a structure, such as construction of walls or partitions, construction or change of public counter areas, installation of water tanks on County property, development of parkland, and construction of new transit centers.
- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects. In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
  - Strategic Plan linkage
  - Critical need: life, safety and emergency
  - State/federal mandates: legal binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Maintenance budget impacts: quantifiable reduced maintenance costs
  - Customer service benefits
  - Quality of life
- The Facilities Planning Board makes a presentation and recommendations to the Group General Managers and Chief Financial Officer who then either concur with or modify the recommendations.
- The CINA is presented to the Chief Administrative Officer (CAO) for final review and approval before presentation to the Board of Supervisors, which accepts the CINA and refers to the CAO the responsibility of determining project timing and the funding mechanisms to carry out the CINA.

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 has been identified. Each organizational Group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.

- The Board of Supervisors has approved a new program or program change which specifically includes 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.

The tables beginning on page 452 provide information for the Capital Program Funds for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments are budgeted in the General Fund in Finance Other. In order to consolidate all Capital activity, the Lease Payments detail is displayed near the end of the Capital Program section for informational purposes.

Capital Appropriations

The Fiscal Years 2013-15 Recommended Operational Plan includes $50.5 million in new appropriations over the next two years for various capital projects. The following section briefly describes the amount and purpose of each project.

Assessor/Recorder/County Clerk (ARCC) El Cajon Branch Office

This project will replace the existing 8,920 square foot County facility located on Magnolia Street in the City of El Cajon, housing County Assessor/Recorder/County Clerk (ARCC) staff and operations. The replacement facility is anticipated to be approximately 14,500 square feet, and will provide office and parking space to accommodate growth in ARCC staff. The project includes acquisition of additional property adjacent to the current site and the new facility will provide a more functional and efficient facility to ARCC, allowing for improved operations. The replacement ARCC El Cajon Branch Office facilities are anticipated to include 65 parking spaces and accommodate up to 40 staff members. Construction for the project is anticipated to begin in 2014 and to be completed in 2015 and cost $7.5 million. For Fiscal Year 2013-14, appropriations of $5.0 million based on General Fund Fund Balance and $2.5 million, based on Miscellaneous Revenue from the Recorder Modernization Trust Fund, are recommended.

Alpine Library

The current Alpine Branch of the County Library is a 3,000 square foot facility located on Arnold Way in the community of Alpine. This project will replace the current facility with a new, 13,500 square foot Leadership in Energy and Environmental Design (LEED) facility to be located on County-owned property adjacent to the Alpine Community Center and Veterans Wall of Honor. Construction is anticipated to begin in mid-2014 and end in late-2015. The total cost of the project, including the site acquisition and furniture, fixtures, and equipment is anticipated to be $10.7 million. Appropriations of $9.8 million, based on ongoing General Purpose Revenue, are recommended for this project in Fiscal Year 2013-14 to supplement the $0.9 funded to date.

Imperial Beach Library

This project will replace the current 5,000 square foot Imperial Beach Branch of the County Library with a larger facility of up to 14,000 feet. The project includes redevelopment of the site in general, improving the connectivity between the Library and the Imperial Beach Community Center. Construction for this project is anticipated to begin in 2014 and be completed in 2015. The total cost of the project is $9.5 million, and to date $1.1 million has been funded. Appropriations of the remaining $8.4 million needed, based on ongoing General Purpose Revenue, is recommended for Fiscal Year 2013-14.

San Elijo Lagoon Gateway Property Acquisition

The San Elijo Lagoon Ecological Reserve is one of the few remaining coastal wetlands in San Diego County, and is home to numerous species of plants and animals. The Lagoon features a self-guided nature trail along with an additional five miles of trails, and a nature center with museum quality interactive exhibits within a 5,525-square foot facility. The San Elijo Lagoon Gateway Property Acquisition project is to permanently acquire a portion of 3.4 acres of open space within the City of Solana Beach adjacent to the Lagoon, just east of the Cardiff State Beach, and incorporate it into the Reserve. Funding of $1.8 million, based on General Purpose Revenue is recommended for Fiscal Year 2013-14.

4S Ranch Synthetic Turf South Ball Fields

The 4S Ranch Sports Park is one of the County's premier sports facilities offering numerous sports facilities within a 25-acre park near the communities of Rancho Bernardo and Rancho Penasquitos. Facilities include five baseball/softball fields, five soccer fields, two tennis courts, two basketball courts, and a roller hockey rink. The Sports Park also provides other community amenities including playgrounds, a gazebo, and a picnic area. The 4S Ranch Synthetic Turf South Ball Fields project includes the conversion of 239,000 square feet of multi-purpose grass fields into synthetic turf, which will conserve water. Funding of $2.5 million, based on General Purpose Revenue is recommended for Fiscal Year 2013-14.

San Diego Botanic Garden Expansion

The San Diego Botanic Garden, formerly the Quail Botanical Gardens, is a 37-acre area located in Encinitas providing numerous exhibits and landscapes to the public. The Garden includes rare bamboo groves, desert gardens, a tropical rainforest, a subtropical fruit garden, California native plants, succulent and herb gardens, and the Hamilton Children's Garden among other attractions. The Garden provides classes, bird watching, and other events to the community, and also provides facilities for special events such as weddings and birthdays. This project is for planning and development of the future expansion of the Garden, which will ultimately house a new visitor center, new parking facilities, and additional gardens. Funding of $1.0 million, based on General Purpose Revenue is recommended for Fiscal Year 2013-14.

Lake Morena Park

Lake Morena Electrical Upgrade

Lake Morena County Park is located in eastern San Diego County, southwest of the Laguna Mountains, and showcases desert, coastal and mountain habitats. The Park features fishing and boating at Lake Morena Reservoir, picnic and hiking areas, a playground, and camping facilities. Camping facilities include spaces for tents, recreational vehicles, cabins by the lake, and a youth area. The majority of the camping facilities provide electrical hookups. This project will remove old electrical system infrastructure, currently providing 15 and 30 amp service, and install an upgraded system that provides 50 amp service. Funding of $2.0 million, based on General Purpose Revenue is recommended for Fiscal Year 2013-14.

Multiple Species Conservation Program

Multiple Species Conservation Program

The County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997, is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space. This important program contributes directly towards the County's strategic initiatives of sustainable environments and healthy families. The goals of the MSCP are to maintain and cherish the County's unique native habitats and species and promote regional economic viability by mitigating the impacts associated with the County's rich military, technological and tourism industries and streamlining the land use permitting process.

Since 1997, $63.3 million from the General Fund has been spent on MSCP land acquisition, which leveraged $88.8 million in federal, State and local grants, and was used to acquire more than 18,166 acres throughout the county. Recommended funding in Fiscal Year 2013-14 of $10.0 million is based on General Purpose Revenue and General Fund Fund Balance. In Fiscal Year 2014-15, an additional $2.5 million of General Purpose Revenue allows for the continuation of this program.

San Luis Rey River Park Acquisition

The Master Plan for the proposed San Luis Rey River Park includes an 8.5-mile length of the San Luis Rey River corridor in North San Diego County. The River Park will provide opportunities for recreation, preservation, and restoration. The three major components of the River Park are anticipated to be an open space preserve, active recreational amenities, and a network of multi-use trails that connect the park together internally and with surrounding communities. The heart of the park will be an approximately 1,600-acre open space preserve, providing a habitat for several threatened and endangered species. Active recreational facilities will include picnic areas, sport fields, community gardens, playgrounds, and restroom facilities. Additional funding of $3.1 million, based on General Purpose Revenue is recommended for Fiscal Year 2013-14. This funding will provide for the acquisition of additional properties in order to develop the River Park.

Tijuana River Valley Trails Construction/Habitat Restoration

The Tijuana River Valley Regional Park offers more than 1,700 acres of diverse habitats from dense riparian forests to coastal maritime sage scrub. The Park features multi-use trails, a community garden, and one of the County's newest sports facilities, which includes five ball fields and a multi-use open turf area. The Park also includes an Equestrian Staging Area, which is connected to the Pacific Ocean via multi-use trails. The Park is home to at least 340 bird species and is a popular location for birdwatching. This project is for the design and construction of 18 miles of trails and other related improvements within the Park. Funding of $1.9 million, based on Miscellaneous Revenue from the Parks and Recreation Trust Fund is recommended for Fiscal Year 2013-14.

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 related to any long-term financing of the capital project. The following major capital projects are in progress, and some are scheduled to be completed during Fiscal Years 2013-15.

County Operations Center (COC)

County Operations Center (COC) and Annex Redevelopment - Annex Occupant Relocation - Phase 2A

The Annex Occupant Relocation project COC Phase 2A is related to the COC and Annex Redevelopment projects, and was initially funded in Fiscal Year 2008-09 with $56.0 million to pay for capital costs related to relocating departments as a result of the COC and Annex Redevelopment. To date, this project has included the development of a new Health and Human Services Agency Family Resource Center in Kearny Mesa and the acquisition and improvement of 9235 - 9295 Chesapeake Drive in the City of San Diego (Chesapeake Property). COC Phase 2A includes additional improvements to incorporate the Chesapeake Property and create a cohesive COC campus. Additional project elements include constructing a facility for the Registrar of Voters, upgrading Fleet facilities, and improving tenant areas for County Mail Services, Sheriff Transportation and Probation Work Projects. Since Fiscal Year 2008-09, additional appropriations of $26.5 million, based on transferred appropriations from the other COC and Annex Redevelopment projects and an operating transfer from the General Fund, for a total of $82.5 million. COC Phase 2A will provide the final buildout of the COC campus. The preliminary estimate of operating and maintaining the Phase 2A component of the COC is $1.3 million annually, with no additional requirement of staff years.

San Diego Botanic Garden Expansion

The Master Plan for the San Diego Botanic Garden calls for the expansion of the Garden in order to provide expanded facilities to the public, including a new visitor center and additional gardens. The County's current participation in the Master Plan is to plan and prepare for this expansion. The Master Plan is anticipated to be completed in late 2014. The expanded Garden will require no additional County costs for operations and maintenance and no additional staff years. Operations are supported by the San Diego Botanic Garden's membership and visitor fee revenues

CAC Waterfront Park Project Image

County Administration Center Waterfront Park

The County Administration Center (CAC) Waterfront Park will convert the surface parking lots on the north and south sides of the CAC into a community and regional open space amenity: a public waterfront park, providing facilities for organized activities, such as weddings and community events, and recreational activities, such as walking and picnicking. The current scope of the project includes construction of a park to meet the highest sustainability and water conservation goals and public underground parking for visitors with business at the CAC; the public underground parking structure is anticipated to open in fall 2013, before full completion of the entire Waterfront Park project in spring 2014. Other components of the Project include large civic greens, children's play area, garden rooms, and an expansive interactive fountain. The total project cost is estimated to be $47.4 million, of which approximately $30.0 million of the Waterfront Park project is financed with long-term obligations of the County, resulting in $2.1 million of annual debt service payments. The balance is financed with a combination of cash and accumulated funding from a tax-sharing agreement with the City of San Diego (Tax Sharing Agreement). The Waterfront Park is expected to increase annual operations and maintenance costs of the CAC and its grounds by approximately $400,000 annually. The annual debt service payments and additional operations and maintenance costs are anticipated to ultimately be paid by revenues received under the Tax Sharing Agreement. No additional staff years will be required.

Cedar and Kettner Development

The County Board of Supervisors has approved the development of County-owned property, located at the intersection of Cedar Street and Kettner Boulevard in downtown San Diego (Cedar and Kettner), to provide parking to County employees as well as new residential, office and retail development to support the surrounding community. Cedar and Kettner encompasses approximately 52,500 square feet, located two blocks from the County Administration Center and near the center of the Little Italy community. The development of Cedar and Kettner is anticipated to occur over two phases. The first phase includes the construction of a parking structure, which will provide replacement parking for County employees located at the CAC, and as such has been approved in conjunction with the current ongoing CAC Waterfront Park Project, which will reduce most of the parking available at the CAC. The parking structure will provide up to 700 parking spaces to employees and visitors with business at the CAC. Construction is anticipated to begin in 2013 and to be completed at the end of 2014. The total project cost is estimated to be $36.1 million, of which $27.8 million has been financed with long-term obligations of the County. The resulting annual debt service requirement is $1.7 million. The balance is financed with a combination of cash and

accumulated funding from the Tax Sharing Agreement with the City of San Diego. Ongoing operations and maintenance costs related to the parking structure are anticipated to be approximately $250,000 annually. As with the Waterfront Park project, annual debt service payments and additional operations and maintenance costs are anticipated to be ultimately paid by revenues received under the Tax Sharing Agreement. No additional staff years will be required.

Women's Detention Facility Project Image

Women's Detention Facility

The San Diego County Women's Detention Facility (WDF) will serve as the primary booking and holding facility for women arrested in the county, and will replace the current facility located in Santee in East San Diego County. The replacement WDF will provide the necessary facilities to serve projected future inmate populations, along with delivery of programs to serve the counseling, training and education needs that are vital to reducing recidivism of female offenders.

The WDF project is designed in two phases. Phase I includes the construction of 832 beds, a central utility plant, facilities for intake/release and transfer, food and medical services, administration, and programs. Inmates in the current facility are expected to be transferred to the replacement WDF in summer 2014. Demolition of the old buildings will commence following the transfer.

Project costs for Phase I are estimated to be $200.0 million. The estimated operating costs will be approximately $27.0 million for a full year of operation in Fiscal Year 2014-15. In Fiscal Year 2012-13, 18 staff years were included in the Adopted Budget. In the Fiscal Year 2013-14 recommended budget 143 additional staff years are included along with $16.2 million in partial year operating costs. These staff years will augment current WDF staff transferring to the new facility. Hiring and training activities supporting the staffing needs of this facility, including Detention and Law Enforcement Academies, will begin in Fiscal Year 2013-14. Phase II is forecasted to begin in mid-2014 and reach completion by early 2016 and will be initiated pending the availability of State of California funding awarded to the County under the provisions of Assembly Bill (AB) 900, *The Public Safety and Offender Rehabilitation Services Act of 2007*. The scope of Phase II includes the addition of 384 beds

and the construction of additional program facilities; this will be supported by the additional staffing noted above and will impact total operations and maintenance costs

East Mesa Detention Re-Entry and Rehabilitation Facility

The East Mesa Detention Re-Entry and Rehabilitation Facility project will add 400 beds and support facilities to the East Mesa Detention Facility in order to respond to the growing number of inmates assigned to local custody due to AB 109, *Public Safety Realignment (2011)*, and focuses on the needs of that population for specific services as recommended by the Community Correction Partnership. The implementation of Public Safety Realignment has increased the inmate population in County jails and increased the custody periods for certain inmates. To accommodate this increased need, the additional beds of the East Mesa Detention Re-Entry and Rehabilitation Facility project will increase the inmate capacity from approximately 3,650 to 4,050 at the East Mesa Detention Complex. The project will also include attendant improvements to the existing central plant, kitchen, and intake and administrative building at the East Mesa Detention Facility for the increased demands. Construction of the East Mesa Detention Re-Entry and Rehabilitation Facility is anticipated to be completed in spring 2014. The total project cost is approximately $39.0 million, paid for by State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount. In Fiscal Year 2012-13, 20 staff years were included in the Adopted Budget. The estimated operating costs will be $14.6 million annually for a full year of operation, with 110 additional staff years and first year partial operating costs of $9.3 million included in the Fiscal Year 2013-14 recommended budget. These costs are anticipated to be supported primarily by State sales tax receipts directed to the Community Corrections Subaccount and with amounts from Inmate Welfare funds.

Pine Valley Sheriff Substation

The Pine Valley Sheriff's Substation serves an area of over 400 square miles which includes the communities of Pine Valley, Guatay, Descanso, Mount Laguna, Boulevard, and Jacumba. The new Sheriff's Substation replaces an existing leased space with a building of approximately 4,600 square feet to support Sheriff staff and auxiliary functions, including conference rooms and work space for partner law enforcement agencies. Construction of the new Substation is anticipated to be completed in summer 2014. Project costs are estimated to be $3.3 million, and ongoing facility costs are estimated at approximately $50,000 annually to cover operations and maintenance of the facility. No additional staff years will be required.

East Mesa Detention Re-Entry and Rehabilitation Facility Project Image

Rancho San Diego Sheriff Station Project Image

Rancho San Diego Sheriff Station

The Sheriff's Department of the County of San Diego provides law enforcement services to 107 square miles of unincorporated southeast San Diego County from station located in the City of Lemon Grove. In addition to serving the approximately 103,000 residents of this unincorporated region, the facility also serves as the command station for the City of Lemon Grove. In an effort to better serve the unincorporated populations of Rancho San Diego, Spring Valley, Jamul and surrounding areas, the Rancho San Diego community has been selected as the location for a new Sheriff station. The cost of this new station, including related land acquisition costs, is estimated to total $17.5 million, and has been funded through previous actions by the Board of Supervisors.

The Rancho San Diego Sheriff Station is planned to be a 26,000 square foot facility located on 4.5 acres, and will be able to accommodate 130 personnel. Construction is currently underway and is anticipated to be completed in late 2013. The ongoing operational and maintenance costs, including utilities, are anticipated to be approximately $350,000 annually. Initial staffing will include approximately 90 full-time County employees, who will relocate from the existing Lemon Grove Sheriff Station, as well as a large body of volunteer and reserve personnel. No additional staff years will be required.

Boulevard Fire Station

The San Diego County Fire Authority (SDCFA) Boulevard Fire Station will replace the existing facility currently housed in inadequate space that previously served as a Court facility and which is currently shared with the San Diego County Sheriff's Department. The new building will be approximately 8,500 square feet and meet the current and projected needs for station sleeping and kitchen facilities and housing of fire apparatus for the community of Boulevard. Construction of the fire station is anticipated to be completed in spring 2014. The total cost for this project is estimated to be $3.5 million. Ongoing facility costs are estimated at approximately $50,000 annually for operations and maintenance of the facility. No additional staff years will be required.

Lake Morena Electrical Upgrade

The electrical system upgrade at Lake Morena County Park is anticipated to replace aging infrastructure with a more efficient electrical system. The project is anticipated to begin in late 2013 and reach completion in winter 2014. The total cost of the project is estimated at $2.0 million and will result in no additional operating costs or staff years required.

4S Ranch Synthetic Turf South Ball Fields

The 4S Ranch Synthetic Turf South Ball Fields project, which will replace approximately 240,000 square feet of grass with synthetic turf is anticipated to conserve water at one of the County's premier and heavily used sports facilities. The design of the project is anticipated for fall 2013, with construction beginning in mid-2014 and ending in the next year, in 2015. Total project costs are estimated to be $2.5 million. Estimated additional operating costs are pending.

Tijuana River Valley

Tijuana River Valley Trails Construction/Habitat Restoration

The Tijuana River Valley Trails Construction project, which will provide additional improvements within the Tijuana River Valley Regional Park, includes improvements and multi-use trails. The multi-use trails will be incorporated into a network of the planned 22.5 miles of multi-use equestrian and pedestrian trails outlined in the overarching Tijuana River Valley Habitat and Trails Project. When complete, the trail system will provide an east-west connection to the beach and offer multi-use trails to surrounding communities. Total costs for the complete Tijuana River Valley Habitat and Trails Project are estimated to be $8.4 million. Estimated additional operating costs are pending.

Assessor/Recorder/County Clerk (ARCC) El Cajon Branch Office

This replacement facility, which will provide office and parking space and the acquisition of additional property adjacent to the current site, will provide a more efficient facility for the operations of the Assessor/Recorder /County Clerk and any estimated growth. Construction of the ARCC El Cajon Branch Office is anticipated to begin in 2014 and reach completion in 2015. Currently, initial design and planning steps have been taken, and next steps include the development of solicitation documents for a design-build consultant, land and environmental analysis, and coordination with local agencies to ensure a collaborative project. Total project costs are anticipated to be $7.5 million. Estimated ongoing facility expenses include $104,000 of operating and maintenance costs, similar to the existing facility, and no additional staff years.

San Luis Rey River Park Acquisition

The San Luis Rey River Park project includes the development of a regional park along an 8.5-mile stretch of the San Luis Rey River corridor to be used for recreation, preservation, and restoration. The project is currently in the acquisition phase, and to date 500-acres planned for the River Park are currently owned by the County. The County plans to acquire an additional 250 acres, which will provide for active recreation sites when the River Park is developed. After the acquisition phase, it is anticipated that the development of the River Park will cost approximately $50.0 million. Estimated additional operating costs are pending.

San Elijo Lagoon

San Elijo Gateway Property Acquisition

The acquisition of a portion of the 3.4-acre Gateway Park Project, to be incorporated into the San Elijo Lagoon Ecological Reserve, will provide an open space park and an ecological buffer to the Lagoon. Negotiations are currently underway for the acquisition of the Gateway Property, and are anticipated to be completed in mid-2014. Once the Gateway Project has been acquired, the San Elijo Lagoon Conservancy, which manages the Lagoon, anticipates restoring the ecosystem of the property and incorporating the land into the Lagoon. Expanding the Lagoon with the additional land will result in no additional annual operations and maintenance costs and no additional staff years

Alpine Library

The new Alpine Library is anticipated to be a 13,500 square foot library designed with energy efficiency elements near existing Alpine community facilities including the Community Center and the Veterans Wall of Honor. County staff is currently reviewing facility needs to implement programs of the Alpine Library, and construction of the project is anticipated to begin in mid-2014 and reach completion in mid-2015. Total costs of the project are estimated at $10.7 million. Ongoing annual costs related to the replacement Alpine Library are approximately $148,500 for operations and maintenance, and no additional staff years will be required.

Imperial Beach Library Project Image

Imperial Beach Library

The redevelopment of the existing Imperial Beach Library site will include a larger, 14,000 square foot facility with energy efficiency design components and the connection of the Imperial Beach Library with the City of Imperial Beach Community Center. County staff is currently working the City of Imperial Beach to discuss parking possibilities and the connection of the library with the community center. Next steps include ensuring that the new facility will meet program requirements of the Imperial Beach Library and land and environmental analysis. Construction is anticipated to begin in 2014 and reach completion in 2015. Total costs of the project are estimated at $9.5 million. Ongoing annual costs related to the replacement Imperial Beach Library are approximately $146,000 for operations and maintenance, and no additional staff years will be required.

Capital Program Summary

Budget by Fund	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Outlay Fund	$ 37,277,000	$ 46,702,282	$ 19,765,000	(57.7)	$ —
Justice Facility Construction Fund	70,000,000	27,600,000	—	(100.0)	—
Library Projects Fund	—	—	18,231,301	—	—
Multiple Species Conservation Fund	10,000,000	10,000,000	10,000,000	0.0	2,500,000
Edgemoor Development Fund	9,942,645	9,886,883	9,813,933	(0.7)	9,817,783
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Services & Supplies	$ 663,000	$ 608,000	$ 533,000	(12.3)	$ 533,000
Capital Assets/Land Acquisition	117,277,000	84,302,282	47,996,301	(43.1)	2,500,000
Operating Transfers Out	9,279,645	9,278,883	9,280,933	0.0	9,284,783
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Budget by Categories of Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ 321,012	$ 7,123,197	$ 4,518,352	(36.6)	$ 5,309,775
Intergovernmental Revenues	10,000,037	11,625,968	4,506,137	(61.2)	4,508,008
Other Financing Sources	111,541,000	75,440,000	48,785,745	(35.3)	2,500,000
Use of Fund Balance	5,357,596	—	—	—	—
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Revenue Detail					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Interest on Deposits & Investments	$ 77,130	$ 84,371	$ 83,352	(1.2)	$ 146,209
Rents and Concessions	243,882	7,038,826	4,435,000	(37.0)	5,163,566
Aid from Redevelopment Agencies	5,139,000	7,000,000	—	(100.0)	—
Federal Aid HUD CDBG 14.218	540,000	362,282	—	(100.0)	—
Federal Other	4,264,037	4,263,686	4,506,137	5.7	4,508,008
Indian Gaming Grants	57,000	—	—	—	—
Operating Transfer From General Fund	80,960,000	47,600,000	43,596,301	(8.4)	2,500,000
Operating Transfer From Other / Special District	600,000	—	4,400,000	—	—
Reimbursement from SANCAL - Bond Proceeds	29,981,000	27,840,000	—	(100.0)	—
Use of Fund Balance	5,357,596	—	789,444	—	—
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Capital Outlay Fund

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition	$ 37,277,000	$ 46,702,282	$ 19,765,000	(57.7)	$ —
Total	$ 37,277,000	$ 46,702,282	$ 19,765,000	(57.7)	$ —

Capital Projects Detail				
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition				
1007108 San Luis Rey River Park Acquisition (KA5325)	$ —	$ —	$ 3,065,000	$ —
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	600,000	—	—	—
1014351 Agua Caliente Water and Sewer Electrical Line Replacement	—	2,000,000	—	—
1014734 Rainbow Park Improvements	—	125,000	—	—
1015093 Cedar and Kettner Development	—	35,440,000	—	—
1015131 County Operations Center and Annex Redevelopment Annex Occupant Relocation Phase 2A (1012285)	—	8,000,000	—	—
1015141 Oakoasis Park Improvement (1012152)	57,000	—	—	—
1015204 County Administration Center Waterfront Park (KK3421)	35,120,000	900,000	—	—
1015515 Agua Caliente Park Cabins	500,000	—	—	—
1015516 Sweetwater Lane Park Exercise Path	250,000	—	—	—
1015517 Lincoln Acres Park Pavilion and Playground	110,000	—	—	—
1015518 Goodland Acres Park Improvements	100,000	—	—	—
1015519 Don Dussault Park Improvements	80,000	—	—	—

Capital Projects Detail	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
1015559 Long-Term Animal Care Facility	460,000	—	—	—
1016576 4S Ranch Sports Park Artificial Turf	—	—	2,500,000	—
1016992 Mountain Empire (Campo) Community Center Playground Phase II	—	118,640	—	—
1016993 Spring Valley Park LED Lights and Landscaping	—	118,642	—	—
1018190 Lake Morena Electrical Upgrade	—	—	2,000,000	—
1018196 Tijuana River Valley Trails Construction	—	—	1,900,000	—
San Elijo Gateway Property Acquisition	—	—	1,800,000	—
San Diego Botanic Garden Expansion	—	—	1,000,000	—
1018194 ARCC El Cajon Branch Office Building	—	—	7,500,000	—
Total - Capital Assets/Land Acquisition	$ 37,277,000	$ 46,702,282	$ 19,765,000	$ —

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Operating Transfer From General Fund					
1007108 San Luis Rey River Park Acquisition (KA5325)	$ —	$ —	$ 3,065,000	—	$ —
1014351 Agua Caliente Water and Sewer Electrical Line Replacement	—	2,000,000	—	(100.0)	$ —
1015131 HHSA PSG CSG Office Relocations (1012285)	—	8,000,000	—	(100.0)	—
1015515 Agua Caliente Park Cabins	500,000	—	—	—	—
1015559 Long-Term Animal Care Facility	460,000	—	—	—	—
1016576 4S Ranch Sports Park Artificial Turf	—	—	2,500,000	—	—
1018190 Lake Morena Electrical Upgrade	—	—	2,000,000	—	—
San Elijo Gateway Property Acquisition	—	—	1,800,000	—	—

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
San Diego Botanic Garden Expansion	—	—	1,000,000	—	—
1018194 ARCC El Cajon Branch Office Building	—	—	5,000,000	—	—
Total - Operating Transfer From General Fund	$ 960,000	$ 10,000,000	$ 15,365,000	53.7	$ —
Community Development Block Grants					
1014734 Rainbow Park Improvements	$ —	$ 125,000	$ —	—	$ —
1015516 Sweetwater Lane Park Exercise Path	250,000	—	—	—	—
1015517 Lincoln Acres Park Pavilion and Playground	110,000	—	—	—	—
1015518 Goodland Acres Park Improvements	100,000	—	—	—	—
1015519 Don Dussault Park Improvements	80,000	—	—	—	—
1016992 Mountain Empire (Campo) Community Center Playground Phase II	—	118,640	—	—	—
1016993 Spring Valley Park LED Lights and Landscaping	—	118,642	—	—	—
Total - Community Development Block Grants	$ 540,000	$ 362,282	$ —	(100.0)	$ —
Indian Gaming Grant					
1015141 Oakoasis Park Improvements (1012152)	$ 57,000	$ —	$ —	—	$ —
Total - Indian Gaming Grant	$ 57,000	$ —	$ —	—	$ —
Miscellaneous Revenue					
1018196 Tijuana River Valley Trails Construction	$ —	$ —	$ 1,900,000	—	$ —
1018194 ARCC El Cajon Branch Office Building	—	—	2,500,000	—	—
Total Miscellaneous Revenue	$ —	$ —	$ 4,400,000	—	$ —

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Operating Transfer From Other / Special District					
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	$ 600,000	$ —	$ —	—	$ —
Total - Operating Transfer From Other / Special District	$ 600,000	$ —	$ —	—	$ —
Aid from Redevelopment Agencies					
1015093 Cedar and Kettner Development *	$ —	$ 7,000,000	$ —	—	$ —
1015204 County Administration Center Waterfront Park (KK3421) *	5,139,000	—	—	—	—
Total - Aid from Redevelopment Agencies	$ 5,139,000	$ 7,000,000	$ —	(100.0)	$ —
Reimbursement from SANCAL - Bond Proceeds					
1015093 Cedar and Kettner Development *	$ —	$ 27,840,000	$ —	—	$ —
1015204 County Administration Center Waterfront Park (KK3421) *	29,981,000	—	—	—	—
Total - Reimbursement from SANCAL - Bond Proceeds	$ 29,981,000	$ 27,840,000	$ —	(100.0)	$ —
Rents and Concessions					
1015093 Cedar and Kettner Development *	$ —	$ 600,000	$ —	—	$ —
1015204 County Administration Center Waterfront Park (KK3421) *	—	900,000	—	—	—
Total - Rents and Concessions	$ —	$ 1,500,000	$ —	(100.0)	$ —
Total Capital Outlay Funding Sources	$ 37,277,000	$ 46,702,282	$ 19,765,000	(57.7)	$ —

Justice Facility Construction Fund

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition	$ 70,000,000	$ 27,600,000	$ —	(100.0)	$ —
Total	$ 70,000,000	$ 27,600,000	$ —	(100.0)	$ —

Capital Project Detail	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition				
1015195 Women's Detention Facility (1000159)	$ 70,000,000	$ —	$ —	$ —
1016416 East Mesa Detention Re-Entry and Rehab Facility	—	27,600,000	—	—
Total - Capital Assets/Land Acquisition	$ 70,000,000	$ 27,600,000	$ —	$ —

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Operating Transfer from General Fund					
1015195 Women's Detention Facility (1000159)	$ 70,000,000	$ —	$ —	—	$ —
1016416 East Mesa Detention Re-Entry and Rehab Facility	—	27,600,000	—	(100.0)	—
Total - Operating Transfer from General Fund	$ 70,000,000	$ 27,600,000	$ —	(100.0)	$ —
Total Justice Facility Construction Funding Sources	$ 70,000,000	$ 27,600,000	$ —	(100.0)	$ —

Library Projects Fund

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition	$ —	$ —	$ 18,231,301	—	$ —
Total	$ —	$ —	$ 18,231,301	—	$ —

Capital Project Detail				
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition				
1015202 Alpine Branch Library (1000180)	$ —	$ —	$ 9,811,301	$ —
1018191 Imperial Beach Library	—	—	8,420,000	—
Total - Capital Assets/Land Acquisition	$ —	$ —	$ 18,231,301	$ —

Funding Source					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Operating Transfer from General Fund					
1015202 Alpine Branch Library (1000180)	$ —	$ —	$ 9,811,301	—	$ —
1018191 Imperial Beach Library	—	—	8,420,000	—	—
Total - Operating Transfer from General Fund	$ —	$ —	$ 18,231,301	—	$ —
Total Library Projects Funding Sources	$ —	$ —	$ 18,231,301	—	$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000

Capital Project Detail				
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
Capital Assets/Land Acquisition				
Multiple Species Conservation Program (MSCP) (KA9500)	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 2,500,000
Total - Capital Assets/Land Acquisition	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 2,500,000

Funding Source					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Operating Transfer from General Fund					
Multiple Species Conservation Program (MSCP) (KA9500)	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total - Operating Transfer from General Fund	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000
Total Multiple Species Conservation Program Funding Sources	$ 10,000,000	$ 10,000,000	$ 10,000,000	0.0	$ 2,500,000

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Services & Supplies	$ 663,000	$ 608,000	$ 533,000	(12.3)	$ 533,000
Operating Transfers Out	9,279,645	9,278,883	9,280,933	0.0	9,284,783
Total	$ 9,942,645	$ 9,886,883	$ 9,813,933	(0.7)	$ 9,817,783

Expenditure Detail

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
Services & Supplies				
Inter-Departmental Costs	$ 13,000	$ 13,000	$ 13,000	$ 13,000
Consultant Contracts	180,000	125,000	50,000	50,000
Purchasing ISF - Non Merchandise	20,000	20,000	20,000	20,000
Facility Management Real Property ISF Costs	250,000	250,000	250,000	250,000
Major Maintenance - ISF	200,000	200,000	200,000	200,000
Total - Services & Supplies	$ 663,000	$ 608,000	$ 533,000	$ 533,000
Operating Transfers Out				
Operating Transfers Out - Current Year	$ 9,279,645	$ 9,278,883	$ 9,280,933	$ 9,284,783
Total - Operating Transfers Out	$ 9,279,645	$ 9,278,883	$ 9,280,933	$ 9,284,783
Total - Expenditure Detail	$ 9,942,645	$ 9,886,883	$ 9,813,933	$ 9,817,783

Funding Source

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Interest on Deposits & Investments	$ 77,130	$ 84,371	$ 83,352	(1.2)	$ 146,209
Rents & Concessions	243,882	5,538,826	4,435,000	(19.9)	5,163,566
Federal Other	4,264,037	4,263,686	4,506,137	5.7	4,508,008
Use of Fund Balance - All Other Funds	5,357,596	—	789,444	—	—
Total Edgemoor Development Funding Sources	$ 9,942,645	$ 9,886,883	$ 9,813,933	(0.7)	$ 9,817,783

Lease Payments

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Lease Payments	$ 38,895,327	$ 43,257,601	$ 38,705,039	(10.5)	$ 37,193,314
Facilities Management (Lease Mgmt)	—	2,000	2,000	0.0	2,000
Total	$ 38,895,327	$ 43,259,601	$ 38,707,040	(10.5)	$ 37,195,314

Expenditure Detail					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Lease Payments Detail					
1993 Master Refunding – South County	$ 813,476	$ 830,146	$ —	(100.0)	$ —
1993 Master Refunding – East County	1,080,789	1,102,971	—	(100.0)	—
1993 Master Refunding – Topaz	103,761	105,798	—	(100.0)	—
1993 Master Refunding – Health Complex	548,154	559,302	—	(100.0)	—
1993 Master Refunding – East Mesa	162,384	165,588	—	(100.0)	—
1993 Master Refunding – Juvenile Hall	91,257	93,138	—	(100.0)	—
1993 Master Refunding – Clairemont Hospital	395,754	403,770	—	(100.0)	—
1993 Master Refunding – East Mesa Land	514,917	525,390	—	(100.0)	—
1993 Master Refunding – SD Muni Building	160,953	164,271	—	(100.0)	—
1993 Master Refunding – Housing	87,002	—	—	—	—
2001 Metropolitan Transit System Tower	2,742,602	—	—	—	—
2005 Regional Communications System	2,971,238	2,910,817	2,972,350	2.1	1,443,400
2005 North & East County Justice Facility Refinance	2,717,825	2,704,109	2,734,563	1.1	2,729,113
2005 Edgemoor	6,137,662	6,136,900	6,136,150	(0.0)	6,139,600
2006 Edgemoor	3,141,983	3,141,983	3,144,783	0.1	3,145,183
2009 County Operations Center Phase 1A	7,615,811	9,905,594	9,884,844	(0.2)	9,886,944
2009 Justice Facilities Refunding	9,609,759	9,685,325	7,387,475	(23.7)	7,353,450

Expenditure Detail	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
2011 MTS Tower Refunding	—	2,718,249	2,678,250	(1.5)	2,728,400
2011 CAC Waterfront Park	—	2,104,250	2,097,000	(0.3)	2,099,300
2012 Cedar and Kettner Development	—	—	1,669,625	—	1,667,925
Total - Lease Payments Detail	$ 38,895,327	$ 43,257,601	$ 38,705,040	(10.5)	$ 37,193,314
Facilities Management (Lease Mgmt) Detail					
2009 Justice Facilities Refunding	$ —	$ 2,000	$ 2,000	0.0	$ 2,000
Total - Facilities Management (Lease Mgmt) Detail	$ —	$ 2,000	$ 2,000	0.0	$ 2,000
Total - Expenditure Detail	$ 38,895,327	$ 43,259,601	$ 38,707,040	(10.5)	$ 37,195,314

Revenue Detail	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	Fiscal Year 2014-15 Recommended Budget
AB189	$ 2,452,211	$ 2,457,410	$ 2,200,000	$ 2,200,000
Aid from Redevelopment Agency	800,000	2,904,250	—	—
Aid from Redev Successor Agency	—	—	4,566,625	4,567,225
Rents and Concessions	1,101,981	1,110,741	1,106,467	1,129,064
Fund Balance Component Decreases	41,186	—	—	—
Operating Transfer Capital Outlay	9,279,645	9,278,883	9,280,933	9,284,783
General Purpose Revenue Allocation	25,220,304	27,508,317	21,553,014	20,014,242
Total - Revenue Detail	$ 38,895,327	$ 43,259,601	$ 38,707,040	$ 37,195,314

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund					
1993 Master Refunding – South County	$ 813,476	$ 830,146	$ —	(100.0)	$ —
1993 Master Refunding – East County	1,080,789	1,102,971	—	(100.0)	—
1993 Master Refunding – Topaz	103,761	105,798	—	(100.0)	—
1993 Master Refunding – Health Complex	548,154	559,302	—	(100.0)	—
1993 Master Refunding – East Mesa	162,384	165,588	—	(100.0)	—
1993 Master Refunding – Clairemont Hospital	395,754	403,770	—	(100.0)	—
1993 Master Refunding – East Mesa Land	514,917	525,390	—	(100.0)	—
1993 Master Refunding - Housing	45,816	—	—	—	—
2001 Metropolitan Transit System Tower	2,276,537	—	—	—	—
2005 Regional Communications System	2,971,238	2,910,816	2,972,350	2.1	1,443,400
2005 North & East County Justice Facility Refinance	2,717,825	2,704,109	2,734,563	1.1	2,729,113
2009 County Operations Center Phase 1A	7,615,811	9,905,594	9,884,843	(0.2)	9,886,944
2009 Justice Facilities Refunding	5,973,842	6,040,892	3,734,408	(38.2)	3,691,632
2011 MTS Tower Refunding	—	2,251,941	2,224,850	(1.2)	2,261,153
Facilities Management (Lease Mgmt)	—	2,000	2,000	0.0	2,000
Total - General Fund	$ 25,220,304	$ 27,508,317	$ 21,553,014	(21.6)	$ 20,014,242
Rents and Concessions					
2001 Metropolitan Transit System Tower	$ 466,064	$ —	$ —	—	$ —
2009 Justice Facilities Refunding	635,917	644,433	653,067	1.3	661,818
2011 MTS Tower Refunding	—	466,308	453,400	(2.8)	467,247
Total - Rents and Concessions	$ 1,101,981	$ 1,110,741	$ 1,106,467	(0.4)	$ 1,129,065

Funding Source	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
AB189					
1993 Master Refunding – Juvenile Hall	$ 91,258	$ 93,139	$ —	(100.0)	$ —
1993 Master Refunding – SD Muni Building	160,953	164,271	—	(100.0)	—
2009 Justice Facilities Refunding	2,200,000	2,200,000	2,200,000	0.0	2,200,000
Total - AB189	$ 2,452,211	$ 2,457,410	$ 2,200,000	(10.5)	$ 2,200,000
Aid from Redevelopment					
2009 Justice Facilities Refunding	$ 800,000	$ 800,000	$ 800,000	0.0	$ 800,000
2011 CAC Waterfront Park	—	2,104,250	2,097,000	(0.3)	2,099,300
2012 Cedar and Kettner Development	—	290,899	1,669,625	474.0	1,667,925
Total - Aid from Redevelopment	$ 800,000	$ 3,195,149	$ 4,566,625	42.9	$ 4,567,225
Fund Balance Component Decreases					
1993 Master Refunding – Housing	$ 41,186	$ —	$ —	—	$ —
Total - Fund Balance Component Decreases	$ 41,186	$ —	$ —	—	$ —
Operating Transfer Capital Outlay					
2005 Edgemoor	$ 6,137,662	$ 6,136,900	$ 6,136,151	(0.0)	$ 6,139,600
2006 Edgemoor	3,141,983	3,141,983	3,144,783	0.1	3,145,183
Total - Operating Transfer Capital Outlay	$ 9,279,645	$ 9,278,883	$ 9,280,934	0.0	$ 9,284,783
Total Lease Payments Funding Sources	$ 38,895,327	$ 43,550,500	$ 38,707,040	(11.1)	$ 37,195,315

Outstanding Capital Projects by Group/Agency

Public Safety Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
Women's Detention Facility (KK8032 - 4832)	1015195 - 54496	97/98	$ 203,600,000	$ 168,422,875
Pine Valley Substation (KK0687 - 4687)	1015198 - 54370	99/00	3,260,000	2,909,929
Rancho San Diego Sheriff Station (KK5485 - 4301)	1015199 - 54728	04/05	15,402,630	9,136,462
Medical Examiner and Forensic Center (KK5497 - 4497)	1006566 - 54684	04/05	68,666,694	899,077
Ramona Station Land Acquisition (KA5485 - 4485)	1014136 - 54060	07/08	1,000,000	1,000,000
Sheriff Defensive Tactics Building (1012261 - 54839)	1014135 - 54839	07/08	465,000	465,000
Downtown San Diego Law Library Remodel (1014074 - 54880)	1014128 - 54880	09/10	4,249,000	83,541
Regional Communication System Harmony Hill Site Acquisition	1014440 - 54012	10/11	203,500	19,962
Boulevard Fire Land Acquisition	1016224 - 54012	11/12	277,450	66,410
East Mesa Detention Re-Entry and Rehabilitation Facility	1016416 - 54202	11/12	38,064,000	36,651,591
Boulevard Fire Station	1016991 - 54202	11/12	3,500,000	3,340,564
Next Generation RCS Site Acquisition	1017536 - 54012	12/13	140,000	15,326
Total - Public Safety Group			$ 338,828,274	$ 223,010,737

Health and Human Service Agency

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
San Pasqual Academy Residences (1012286 - 54837)	1015140 - 54837	08/09	$ 9,150,948	$ 8,902
San Pasqual Academy Water Well (1012959 - 54846)	1014666 - 54846	08/09	450,000	108,662
San Pasqual Academy Sports Field (1014255 - 54858)	1014255 - 54858	09/10	60,000	8,700
San Pasqual (SPA) Administration Building (1013689 - 54874)	1014131 - 54874	09/10	900,600	900,600
Juvenile Hall (2011) Mental Health Services Office Building	1016139 - 54202	11/12	259,000	232,310
Total - Health and Human Services Agency			$ 10,820,548	$ 1,259,174

Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
Otay Lakes Park Restoration (KN7022 - 4741)	1000029 - 54414	96/97	$ 2,457,979	$ —
Waste Site Land Acquisitions (KA8950 - 4540)	1000011 - 54023	97/98	8,238,400	6,250,786
Guajome Regional Park Community Sports Fields and Visitor Center (KN8015-4815)	1000227 - 54479	97/98	265,000	211,198

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
Multiple Species Conservation Program Acquisitions (KA9500 - 4545)	Various - 54028	98/99	86,703,572	23,299,269
Otay Valley Regional Park Phase II Acquisition (KA0550 -4550)	1000246 - 54033	99/00	9,590,877	157,419
Escondido Creek Acquisitions (KA0551 - 4551)	1000249 - 54034	99/00	6,244,254	134,362
Trail Easement Acquisitions (KA2973 - 4973)	1000121 - 54017	01/02	57,696	38,025
Volcan Mountain West Acquisition (KA3438 - 4438)	1000040 - 54130	02/03	2,094,884	196,233
Sweetwater Summit Campground and Local Park Improvement (KN3106 - 4872)	1000207 - 54532	02/03	7,915,482	28,876
Sweetwater Park State Route 125 Mitigation (KN3406 - 4406)	1000138 - 54665	02/03	410,000	52,576
Lakeside Baseball Park (KN3412 - 4412)	1005258 - 54672	02/03	10,404,566	—
Felicita Park Improvements (KN3414 - 4414)	1004981 - 54674	02/03	2,387,613	1,229,800
Guajome Park Playground/Restroom/Dock Improvements (KN3415 - 4415)	1005259 - 54675	02/03	630,101	6,614
Sweetwater Trails/Bikeways Construction (KN3419 - 4419)	1005262 - 54679	02/03	2,712,791	—
San Luis Rey River Park Planning and Development (KN3432 - 4432)	1000036 - 54689	02/03	4,206,179	2,729,613
Valley Park Acquisition (KA4478 - 4478)	1005335 - 54047	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions (KA4480 - 4480)	1005337 - 54049	03/04	839,800	8,656
Simon Preserve/Trail Construction (KN4452 - 4452)	1014139 - 54697	03/04	75,000	75,000
San Elijo Lagoon Nature Center Expansion (KN4464 - 4464)	1000285 - 54701	03/04	5,658,896	146,356
Stowe Trail Acquisition (KA5321 - 4321)	1006952 - 54051	04/05	565,000	495,823
Pine Valley Ball Field Improvements (KN5303 - 4303)	1006608 - 54640	04/05	450,000	343,004
Spring Valley Community Center Expansion (KN5498 - 4498)	1006572 - 54726	04/05	1,733,612	—
San Luis Rey River Park Acquisition (KA5325 - 4325)	1007108 - 54053	05/06	6,011,070	68,044
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	9,336,027	712,048
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	337,391	322,780
East County Trail Acquisition	1008954 - 54057	05/06	231,016	179,848
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	64,286	2,772
Guajome Regional Park Restrooms	1010407 - 54777	06/07	407,000	6,347
Otay Valley Regional Park Staging Area	1010431 - 54778	06/07	218,214	218,214
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	466,603	271,238
Otay Valley Regional Park Local Staging Area[1]	1010977 - 54810	06/07	—	—
I 122 Loss Allotment Supervisorial District 2 Acquisitions (1011758 - 54063)	1014133 - 54063	07/08	240,600	240,600
Tijuana River Valley Trails Habitat Restoration (1011445 - 54797)	1015188 - 54797	07/08	440,000	51,749

[1] Project does not meet capitalization criteria; remaining appropriations were transferred out of the Capital Program

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
Ranger Housing Improvements (1011449 - 54802)	1015191 - 54802	07/08	2,500,000	113,963
Brodiaea Restoration Enhancement and Protection (1011473 - 54808)	1014137 - 54808	07/08	50,000	50,000
Tijuana River Valley Trail Construction (1011723 - 54822)	1014134 - 54822	07/08	323,999	103,165
Mt Olympus Preserve Improvements (1011952 - 54824)	1015194 - 54824	07/08	350,000	325,422
Oakoasis Park Improvements (1012152 -54838)	1015141 - 54838	08/09	1,380,267	2,182
Lakeside Washrack (1012937 - 54842)	1015146 - 54842	08/09	25,550	25,550
County Reserve Fire Recovery (1012951 - 54844)	1015170 - 54844	08/09	311,327	311,327
Jess Martin Exercise Path and Park Improvements (1013102 - 54859)	1015172 - 54859	08/09	645,940	32,447
Lakeside Community Center Photovoltaic System (1013103- 54860)	1015178 - 54860	08/09	499,351	—
Guajome Park Photovoltaic System (1013257 - 54866)	1014252 - 54866	09/10	1,100,000	17,757
Sweetwater Lane Artificial Turf Improvements (1013258 - 54867)	1014253 - 54867	09/10	3,730,000	1,471,651
Heritage Park Improvements (1013360 - 54870)	1015185 - 54870	08/09	137,500	18,209
Oak Country II Trail (1013683 - 54873)	1014256 - 54873	09/10	533,275	3,918
MSCP Bonsall Land (1013479 - 54069)	1014261 - 54069	09/10	1,300,500	200
Mountain Empire (Campo) Community Center Playground (1013750 - 54875)	1014260 - 54875	09/10	440,943	—
Live Oak Amphitheater (1013902 - 54877)	1014129 - 54877	09/10	492,000	426,252
Santa Ysabel Nature Center (1013906 - 54878)	1014142 - 54878	09/10	125,000	34,661
Energy Upgrades to Park Facilities Sweetwater Regional	1014124 - 54202	10/11	1,500,000	24,556
San Dieguito Park Improvements	1014146 - 54202	10/11	660,000	51,255
Tijuana River Valley Equestrian Center	1014147 - 54202	10/11	117,000	16,641
Swiss Park Trail Connection and Improvements	1014352 - 54202	10/11	400,000	200,648
Aqua Caliente Water and Sewer Electrical Line Replacement	1014351 - 54202	10/11	3,275,000	1,751,524
Lincoln Acres Park Shade Structures Improvement	1014733 - 54202	10/11	290,000	177,273
Rainbow Park Improvements	1014734 - 54202	10/11	175,000	125,000
Sweetwater Regional Park Equestrian Center Phase 3	1014849 - 54202	10/11	535,426	513,887
Rancho Guajome Adobe Volunteer Vehicle Pad	1015196 - 54202	10/11	60,000	60,000
Guajome Regional Park Volunteer Vehicle Pad	1015180 - 54202	10/11	60,000	60,000
Lamar Park Volunteer Vehicle Pad	1015181 - 54202	10/11	100,000	1,754
San Dieguito Park Shade Structures	1015197 - 54202	10/11	147,000	11,420
Agua Caliente Park Cabins	1015515 - 54202	11/12	525,917	142,538
Sweetwater Lane Park Exercise Path	1015516 - 54202	11/12	250,000	64,983
Goodland Acres Park Improvements	1015518 - 54202	11/12	100,000	—
Don Dussault Park Improvements	1015519 - 54202	11/12	80,000	9,139
Jess Martin Ball Field Improvements	1015520 - 54202	11/12	62,500	3,944
Sweetwater Parking Lot Improvement	1016213 - 54202	11/12	300,000	274,843

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
4S Ranch Sports Park Artificial Turf	1016576 - 54202	11/12	1,570,000	188,152
Potrero Park Fencing	1016665 - 54202	11/12	60,500	7,670
Otay Valley River Park Palm Avenue Multi-Use Trail Segment	1016742 - 54202	11/12	96,594	14,012
Hollister Pond Improvements	1017286 - 54202	11/12	75,000	75,000
Mountain Empire (Campo) Community Center Playground Phase II	1016992 - 54202	12/13	247,397	181,495
Spring Valley Park LED Lights and Landscaping	1016993 - 54202	12/13	118,642	112,584
Lakeside Equestrian Acquisition	1017325 - 54012	12/14	453,000	50,003
Flume Trail Construction	1017535 - 54202	12/13	16,500	16,500
TJRV North East Trail Connection	1017611 - 54202	12/13	480,000	479,807
East Mesa Detention Facility Complext Switch Gear Replacement	1017775 - 54202	12/13	1,582,343	1,575,430
Lakeside Skate Park Construction	1017857 - 54202	12/13	624,308	624,308
Felicita Park Turf and Playground Improvements	1017898 - 54202	12/13	738,507	738,507
Total - Land Use and Environment Group			$ 210,848,559	$ 48,460,600

Community Services Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
Valley Center Branch Library (KL9023 - 4923)	1000177 - 54571	98/99	$ 4,421,280	$ 6,207
Bonita Branch Library (KL9540 - 4753)	1000173 - 54426	98/99	4,490,608	24,226
Julian Shared Use Library (KL2981 - 4981)	1000179 - 54237	01/02	3,085,516	21,185
Alpine Branch Library (KL2983 - 4983)	1015202 - 54239	01/02	383,385	171
Descanso Branch Library Expansion (KL3460 - 4460)	1000262 - 54637	02/03	426,000	24,338
Campo Community Center Stormwater System Improvements	1010779 - 54795	06/07	185,000	32,635
County Operations Center and Annex Phase 1A	1011214 - 54811	07/08	185,834,944	10,037,816
HHSA PSG CSG Office Relocation (1012285 - 54835)	1015131 - 54835	08/09	74,051,035	40,974,670
Lincoln Acres Library and Community Center (1012133 - 54825)	1015200 - 54825	08/09	3,568,670	518,315
Imperial Beach Branch Library Expansion (1014083 - 54881)	1014143 - 54881	09/10	1,080,000	1,008,822
County Operations Center and Annex Phase 1B	1014125 - 54202	10/11	113,000,000	13,280,633
Animal Shelter Replacement Cat Housing Facility	1014126 - 54202	10/11	460,000	1,382
Animal Shelter Multi-Purpose Barn	1014127 - 54202	10/11	200,000	82,746
Long-Term Animal Care Facility	1015559 - 54202	11/12	460,000	181,012
Total - Community Services Group			$ 391,646,438	$ 66,194,156

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Finance and General Government Group				
Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of February 28, 2013
County Administration Center Waterfront Park (KK3421 - 4421)	1015204 - 54680	02/03	$ 47,400,000	$ 37,828,603
Cedar and Kettner Development	1015093 - 54202	10/11	36,100,000	34,646,741
Total - Finance and General Government Group			$ 83,500,000	$ 72,475,344

Total Outstanding Capital Projects				
			Total Appropriations	Remaining Balance as of February 28, 2013
Total - Outstanding Capital Projects			$ 1,035,643,819	$ 411,400,011

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County of San Diego

Finance Other

Finance Other 463

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, TRANs are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRAN amount for Fiscal Year 2013-14 will be determined subsequent to the printing of this document. See also the section of this document on Debt Management Policies and Obligations.

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, F*unding 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 funding level for Fiscal Year 2013-14 is projected to be $2.68 million, $2.6 million of which reflects anticipated TOT revenues. The additional $0.08 million is a one-time appropriation based on General Fund fund balance from over-realized TOT revenues in Fiscal Year 2011-12.

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 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. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole. The funding source is General Fund fund balance. The funding level for Fiscal Year 2013-14 is projected to be $5.0 million.

Contributions to County Library System

For Fiscal Year 2013-14, a one-time appropriation of $0.9 million was established in Contributions to the County Library System for various maintenance and enhancement projects to libraries throughout the county. No appropriations are projected for Fiscal Year 2014-15.

Contingency Reserve - General Fund

A Contingency Reserve of $20.0 million is recommended for Fiscal Year 2013-14 and $20.0 million for Fiscal Year 2014-15. These appropriations comply with the target of 2% of General Purpose Revenue (GPR) for the Contingency Reserve as outlined in Board Policy B-71, *Fund Balance and Reserves*. At $20.0 million, the Contingency Reserve represents 2.0% of the Fiscal Year 2013-14 budgeted GPR and Fiscal Year 2014-15 estimated GPR ($978.0 million and $986.1 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 2013-14, $43.6 million is recommended in the Contributions to Capital Program. Of this total, $9.8 million is for a new Alpine Library, $8.4 million is for a new Imperial Beach Library and to improve the connectivity with the Imperial Beach Community Center, $10.0 million is for the acquisition of land under the Multiple Species Conservation Program (MSCP), $2.0 million for the Lake Morena Electrical Upgrade, $5.0 million is for the Assessor, Recorder, County Clerk (ARCC) El Cajon Branch Office Building to replace the existing facility, $1.8 million is for the San Elijo Gateway Property Acquisition, $1.0 million is for the San Diego Botanic Garden Acquisition, $2.5 million is for the 4S Ranch Synthetic Turf South Ball Fields and $3.1 million is for the San Luis Rey River Park Acquisition.

For Fiscal Year 2014-15, $2.5 million is recommended for MSCP land acquisition.

Lease Payments - Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. There is a net decrease of $4.6 million in Fiscal Year 2013-14 as a result of decreases in certain scheduled leases, partially offset by the start of a lease payment for the 2012 Cedar & Kettner Parking.

The Fiscal Year 2014-15 payments are expected to decrease by a net of $1.5 million. See the Capital Program section of this document for the detail on the lease purchase payments.

Commitment for Unforeseen Catastrophic Events

In Fiscal Year 2007-08, the Board of Supervisors established a Commitment for Unforeseen Catastrophic Events, previously identified as a General Reserve, of $55.5 million. Once established, only changes to the commitment are shown in subsequent budgets. Government Code §§29085 -29086 allows for the creation of this commitment and restricts the ability to decrease this amount to only the time of budget adoption. Subsequent to budget adoption, the commitment may be increased, but amounts may only be used for legally declared emergencies as defined in Government Code §29127. The amount of the County's Commitment for Unforeseen Catastrophic Events is governed by Board Policy B-71, *Fund Balance and Reserves,* which sets a target amount that is equivalent to 5% of budgeted GPR. At $55.5 million, it equates to 5.7% of Fiscal Year 2013-14 budgeted GPR of $978.0 million and, therefore, exceeds the 5% target level. No additional contribution to the commitment is projected for Fiscal Year 2014-15 because the balance is anticipated to remain in excess of the 5% target.

General Fund Minimum Fund Balance for Economic Uncertainty

Board Policy B-71, *Fund Balance and Reserves*, requires that the County maintain prudent levels of fund balance and reserves to help ensure fiscal stability and establishes target levels for the Contingency Reserve, the Commitment for Unforeseen Catastrophic Events and a General Fund Minimum Fund Balance for Economic Uncertainty. The first two of these three components are discussed above. For the third component, the target requires that a minimum amount of unassigned fund balance equivalent to 10% of the budgeted GPR be available for economic uncertainty. In Fiscal Year 2009-10, the Board of Supervisors established a General Fund Minimum Fund Balance for Economic Uncertainty, previously identified as a Designation, at $100.0 million, slightly above the 10% level. In accordance with Government Accounting Standards Board Statement Number 54, *Fund Balance Reporting and Governmental Fund Type Definitions* (GASB 54), the amount representing the Minimum Fund Balance for Economic Uncertainty was reported in the County of San Diego Comprehensive Annual Financial Report as unassigned fund balance starting in Fiscal Year 2010-11. For Fiscal Year 2013-14, the 10% target level is $97.8 million, but the original $100.0 million amount will remain in place. For Fiscal Year 2014-15, the 10% target level is projected to be $98.6 million, under the $100.0 million which will remain in place.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. Budgeted at $26.1 million, the major components of the Countywide General Expenses program in Fiscal Year 2013-14 are:

- A Pension Stabilization Fund in anticipation of higher payments to the County's retirement fund in future years.

- 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.
- Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with Internal Revenue Code §415(m).
- Miscellaneous appropriations for unanticipated program needs.

Countywide Shared Major Maintenance

In Fiscal Year 2013-14, appropriations totaling $2.0 million are recommended for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2014-15 is projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured workers' compensation program and unemployment insurance program expenses.

Workers' compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2012, the estimated liability was $113.0 million and the cash balance was $106.6 million. As of June 30, 2013, the estimated liability increased to $132.5 million and the cash balance as of June 30, 2013 is projected to be $105.1 million. A $3.0 million Contingency Reserve is included in the budget for Fiscal Year 2013-14 and planned for Fiscal Year 2014-15. Appropriations for Fiscal Year 2013-14 reflect a $6.3 million increase in the workers' compensation budget from the Fiscal Year 2012-13 Adopted Operational Plan primarily due to increased claims payments and an increase in the Contingency Reserve.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments provide the funding source for these payments. Beginning in Fiscal Year 2010-11, unemployment insurance rates (premiums) are charged to departments based 70% on each department's five-year claims experience and 30% on budgeted staffing levels. Recommended appropriations for Fiscal Year 2013-14 reflect a $0.3 million decrease over the Fiscal Year 2012-13 Adopted Operational Plan, primarily due to decreased claims payments.

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 Government Code §56381. LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, 61 independent special districts in San Diego County as well as user fees. Appropriations of $0.4 million are recommended for Fiscal Year 2013-14 and $0.4 million for Fiscal Year 2014-15.

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, 2012 was $25.9 million. As of June 30, 2012, the fund had a cash balance of $35.5 mil-

lion. The estimated liability for June 30, 2013 decreased to $24.0 million and the cash balance as of June 30, 2013 is $37.7 million. The recommended budgeted appropriations of $18.9 million in Fiscal Year 2013-14 are offset by $13.8 million in charges to departments, $5.0 million of available fund balance to mitigate unanticipated expenses and $0.1 million in interest earnings of the fund.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2002, 2004, and the 2008 taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible taxable POBs, the remaining principal and interest payments are structured as level debt service in the amount of $81.5 million annually. See the Debt Management Policies and Obligations section of this document on page 96 for more information on the POBs, including the history, outstanding principal and scheduled payments.

Debt Service Local Boards

This represents the debt service payment for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system in the Julian area. The cost was offset by a special assessment on properties located within the service area. The debt was paid off in January 2012, therefore no further appropriations will be budgeted for Majestic Pines.

Finance Other Appropriations/Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Cash Borrowing	$ 7,700,000	$ 7,700,000	$ 7,700,000	0.0	$ 7,700,000
Community Enhancement	2,500,000	2,500,000	2,680,000	7.2	2,600,000
Neighborhood Reinvestment Program	5,000,000	5,000,000	5,000,000	0.0	5,000,000
Contributions to County Library System	—	—	935,000	—	—
Contingency Reserve - General Fund	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Contributions to Capital Program	80,960,000	47,600,000	43,596,301	(4.4)	2,500,000
Lease Payments - Capital Projects	38,895,327	43,259,601	38,707,039	(10.5)	37,195,314
Countywide General Expenses	41,327,025	51,284,149	27,951,623	(49.2)	50,972,002
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	0.0	2,000,000
Employee Benefits ISF					
Workers' Compensation Employee Benefits ISF	31,574,879	33,665,286	39,917,198	18.6	39,917,198
Unemployment Insurance Employee Benefits ISF	2,762,748	2,902,803	2,624,340	(9.6)	2,624,340
Local Agency Formation Commission Administration	342,061	342,061	413,245	20.8	425,642
Public Liability ISF	16,542,649	15,776,890	18,908,409	19.8	18,908,409
Pension Obligation Bonds	81,354,997	81,467,380	81,460,697	0.0	81,463,718
Debt Service Local Boards	26,250	—	—	—	—
Total	$ 330,985,936	$ 313,498,170	$ 291,893,852	(6.9)	$ 271,306,623

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Appendix A: All Funds - Budget Summary

Countywide Totals

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	15,687.25	16,010.75	16,601.00	3.7	16,602.00

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,655,508,604	$ 1,697,297,252	$ 1,775,971,982	4.6	$ 1,824,703,529
Services & Supplies	1,851,451,844	1,880,987,996	1,975,709,163	5.0	1,895,899,838
Other Charges	770,886,857	736,438,372	744,214,390	1.1	733,756,307
Capital Assets/Land Acquisition	137,820,500	93,020,082	58,445,301	(37.2)	6,000,000
Capital Assets Equipment	22,474,653	24,751,921	20,989,607	(15.2)	12,945,851
Expenditure Transfer & Reimbursements	(20,208,171)	(29,722,562)	(30,234,922)	1.7	(30,336,995)
Contingency Reserves	21,803,000	22,103,000	23,103,000	4.5	23,103,000
Fund Balance Component Increases	18,369,600	13,727,298	628,400	(95.4)	1,378,400
Operating Transfers Out	369,278,277	376,384,783	361,620,268	(3.9)	319,309,416
Management Reserves	32,250,000	30,250,000	36,750,000	21.5	24,250,000
Total	$ 4,859,635,164	$ 4,845,238,142	$ 4,967,197,189	2.5	$ 4,811,009,346

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 543,013,475	$ 547,575,017	$ 561,026,595	2.5	$ 565,285,584
Taxes Other Than Current Secured	396,466,972	390,722,693	390,419,769	(0.1)	394,066,990
Licenses Permits & Franchises	49,916,345	49,636,523	50,920,255	2.6	52,803,643
Fines, Forfeitures & Penalties	53,973,349	54,001,089	52,177,502	(3.4)	49,773,862
Revenue From Use of Money & Property	54,328,095	59,034,366	50,118,461	(15.1)	50,595,068
Intergovernmental Revenues	2,280,856,974	2,349,858,111	2,444,362,792	4.0	2,423,583,818
Charges For Current Services	750,710,916	769,561,986	811,294,756	5.4	799,272,976
Miscellaneous Revenues	35,042,900	41,930,161	45,072,502	7.5	36,243,851
Other Financing Sources	386,460,097	386,298,213	351,778,752	(8.9)	309,738,177
Fund Balance Component Decreases	22,181,149	544,380	3,362,491	517.7	11,003,989
Use of Fund Balance	286,684,892	196,075,603	206,663,314	5.4	118,641,388
Total	$ 4,859,635,164	$ 4,845,238,142	$ 4,967,197,189	2.5	$ 4,811,009,346

Public Safety Group

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	6,971.00	7,120.00	7,403.00	4.0	7,404.00

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 821,655,256	$ 852,241,822	$ 896,671,558	5.2	$ 927,681,338
Services & Supplies	260,086,075	282,596,799	303,349,292	7.3	281,178,003
Other Charges	107,896,621	108,256,087	105,866,636	(2.2)	107,416,890
Capital Assets Equipment	7,536,449	8,527,374	5,457,357	(36.0)	1,069,200
Expenditure Transfer & Reimbursements	(18,584,571)	(18,995,097)	(19,092,230)	0.5	(19,169,941)
Fund Balance Component Increases	18,300,000	1,883,000	250,000	(86.7)	—
Operating Transfers Out	207,937,164	231,425,755	237,293,314	2.5	238,338,002
Management Reserves	5,500,000	3,500,000	4,000,000	14.3	—
Total	$ 1,410,326,994	$ 1,469,435,740	$ 1,533,795,927	4.4	$ 1,536,513,492

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 580,615	$ 580,615	$ 573,491	(1.2)	$ 573,491
Licenses Permits & Franchises	593,101	593,101	588,088	(0.8)	586,612
Fines, Forfeitures & Penalties	25,608,872	25,782,769	25,341,026	(1.7)	22,862,257
Revenue From Use of Money & Property	9,619,112	9,908,466	8,946,102	(9.7)	8,604,806
Intergovernmental Revenues	407,868,724	463,701,114	487,703,332	5.2	475,371,792
Charges For Current Services	120,354,441	117,867,689	122,626,429	4.0	126,839,007
Miscellaneous Revenues	9,754,097	17,232,696	20,215,129	17.3	16,554,453
Other Financing Sources	207,828,018	231,289,600	237,088,226	2.5	238,214,177
Use of Fund Balance	64,210,014	22,604,643	21,822,271	(3.5)	19,274,593
General Purpose Revenue Allocation	563,910,000	579,875,047	608,891,833	5.0	627,632,304
Total	$ 1,410,326,994	$ 1,469,435,740	$ 1,533,795,927	4.4	$ 1,536,513,492

Health and Human Services Agency

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	5,130.25	5,306.25	5,613.50	5.8	5,613.50

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 451,457,939	$ 465,563,524	$ 492,699,000	5.8	$ 504,181,070
Services & Supplies	978,379,247	1,004,666,110	1,042,019,688	3.7	1,019,597,928
Other Charges	432,090,753	410,122,999	414,148,018	1.0	414,148,018
Capital Assets Equipment	176,070	315,070	315,070	0.0	315,070
Expenditure Transfer & Reimbursements	(238,724)	(9,238,724)	(9,238,724)	0.0	(9,238,724)
Fund Balance Component Increases	19,600	78,400	78,400	0.0	78,400
Operating Transfers Out	37,999,180	37,396,433	37,396,433	0.0	37,396,433
Management Reserves	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Total	$ 1,919,884,065	$ 1,928,903,812	$ 1,997,417,885	3.6	$ 1,986,478,195

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 1,626,585	$ 1,602,726	$ 1,602,726	0.0	$ 1,602,726
Taxes Other Than Current Secured	43,949	26,784	26,784	0.0	26,784
Licenses Permits & Franchises	1,457,039	879,039	907,613	3.3	907,613
Fines, Forfeitures & Penalties	5,848,681	5,848,681	5,848,681	0.0	5,848,681
Revenue From Use of Money & Property	12,404,294	12,397,694	7,897,694	(36.3)	7,897,694
Intergovernmental Revenues	1,673,091,122	1,691,481,659	1,764,195,792	4.3	1,762,555,863
Charges For Current Services	66,002,464	63,406,429	64,525,395	1.8	64,329,379
Miscellaneous Revenues	7,904,735	6,385,894	2,972,320	(53.5)	2,972,711
Other Financing Sources	24,200,000	24,200,000	24,200,000	0.0	24,200,000
Fund Balance Component Decreases	4,000,000	—	—	0.0	8,769,260
Use of Fund Balance	60,454,196	59,242,007	60,588,400	2.3	41,578,400
General Purpose Revenue Allocation	62,851,000	63,432,899	64,652,480	1.9	65,789,084
Total	$ 1,919,884,065	$ 1,928,903,812	$ 1,997,417,885	3.6	$ 1,986,478,195

Land Use and Environment Group

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	1,456.00	1,451.00	1,446.00	(0.3)	1,446.00

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 162,922,096	$ 160,421,275	$ 163,059,095	1.6	$ 164,759,028
Services & Supplies	176,554,634	168,208,048	179,594,437	6.8	153,042,034
Other Charges	37,096,447	27,610,512	30,650,216	11.0	21,621,914
Capital Assets/Land Acquisition	20,543,500	6,717,800	8,449,000	25.8	3,500,000
Capital Assets Equipment	4,077,500	5,301,133	4,586,500	(13.5)	1,730,000
Expenditure Transfer & Reimbursements	(141,716)	(182,991)	(210,000)	14.8	(210,000)
Fund Balance Component Increases	50,000	11,765,898	300,000	(97.5)	300,000
Operating Transfers Out	17,857,579	13,041,334	12,628,382	(3.2)	11,391,251
Total	$ 418,960,040	$ 392,883,009	$ 399,057,630	1.6	$ 356,134,227

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 7,082,619	$ 6,991,168	$ 7,043,339	0.7	$ 7,059,753
Taxes Other Than Current Secured	10,008,994	4,304,567	5,118,244	18.9	4,878,913
Licenses Permits & Franchises	34,504,266	34,230,642	35,657,643	4.2	37,597,447
Fines, Forfeitures & Penalties	1,799,344	1,959,094	1,914,094	(2.3)	1,914,094
Revenue From Use of Money & Property	20,059,027	21,369,506	22,415,298	4.9	22,419,181
Intergovernmental Revenues	117,065,961	110,406,257	113,383,935	2.7	106,693,775
Charges For Current Services	90,304,622	88,086,187	90,722,855	3.0	90,306,937
Miscellaneous Revenues	3,929,420	5,026,894	3,357,105	(33.2)	2,704,273
Other Financing Sources	17,857,579	13,041,334	12,735,692	(2.3)	11,885,182
Fund Balance Component Decreases	16,853,394	544,380	3,362,491	517.7	2,234,729
Use of Fund Balance	57,009,204	63,319,121	57,801,138	(8.7)	21,751,638
General Purpose Revenue Allocation	42,485,610	43,603,859	45,545,796	4.5	46,688,305
Total	$ 418,960,040	$ 392,883,009	$ 399,057,630	1.6	$ 356,134,227

Community Services Group

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	963.50	959.00	961.00	0.2	961.00

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 93,137,271	$ 91,714,912	$ 93,032,172	1.4	$ 95,500,764
Services & Supplies	149,485,512	154,763,824	157,678,604	1.9	153,296,144
Other Charges	21,529,934	19,357,392	18,064,847	(6.7)	18,061,119
Capital Assets/Land Acquisition	—	2,000,000	2,000,000	0.0	—
Capital Assets Equipment	10,103,634	10,200,581	10,098,517	(1.0)	9,585,581
Expenditure Transfer & Reimbursements	(93,000)	(83,000)	(83,600)	0.7	(83,600)
Contingency Reserves	103,000	103,000	103,000	0.0	103,000
Fund Balance Component Increases	—	—	—	0.0	1,000,000
Operating Transfers Out	10,590,021	23,230,291	15,277,297	(34.2)	15,070,113
Management Reserves	4,250,000	4,250,000	4,250,000	0.0	4,250,000
Total	$ 289,106,372	$ 305,537,000	$ 300,420,837	(1.7)	$ 296,783,121

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 27,909,997	$ 27,909,997	$ 28,192,523	1.0	$ 28,266,122
Taxes Other Than Current Secured	4,766,679	2,619,276	2,318,391	(11.5)	2,312,845
Licenses Permits & Franchises	2,181,409	2,170,204	2,107,867	(2.9)	2,107,867
Fines, Forfeitures & Penalties	3,000	3,000	3,000	0.0	3,000
Revenue From Use of Money & Property	2,471,090	2,963,818	1,799,646	(39.3)	1,799,646
Intergovernmental Revenues	31,129,271	28,670,617	28,674,121	0.0	28,554,305
Charges For Current Services	158,336,774	166,432,991	173,668,591	4.3	175,468,104
Miscellaneous Revenues	3,740,325	3,343,886	3,554,615	6.3	3,542,783
Other Financing Sources	10,990,021	28,263,476	19,459,904	(31.1)	18,120,113
Fund Balance Component Decreases	1,260,319	—	—	0.0	—
Use of Fund Balance	27,572,487	23,825,819	20,569,061	(13.7)	16,216,757
General Purpose Revenue Allocation	18,745,000	19,333,916	20,073,118	3.8	20,391,579
Total	$ 289,106,372	$ 305,537,000	$ 300,420,837	(1.7)	$ 296,783,121

Finance and General Government Group

Staffing

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	1,166.50	1,174.50	1,177.50	0.3	1,177.50

Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 126,336,042	$ 127,355,719	$ 130,510,157	2.5	$ 132,581,329
Services & Supplies	234,884,230	211,749,514	248,867,872	17.5	220,282,306
Other Charges	1,000	1,000	1,000	0.0	1,000
Capital Assets Equipment	581,000	407,763	532,163	30.5	246,000
Expenditure Transfer & Reimbursements	(1,150,160)	(1,222,750)	(1,610,368)	31.7	(1,634,730)
Management Reserves	2,500,000	2,500,000	8,500,000	240.0	—
Total	$ 363,152,112	$ 340,791,246	$ 386,800,824	13.5	$ 351,475,905

Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 844,000	$ 1,250,000	$ 1,220,700	(2.3)	$ 1,115,300
Fines, Forfeitures & Penalties	1,035,450	1,035,450	1,035,450	0.0	1,035,450
Revenue From Use of Money & Property	116,000	50,000	40,000	(20.0)	40,000
Intergovernmental Revenues	56,924	108,764	120,388	10.7	120,388
Charges For Current Services	187,496,637	203,575,486	222,773,530	9.4	205,348,572
Miscellaneous Revenues	8,686,018	8,913,016	9,545,558	7.1	9,437,519
Other Financing Sources	4,454,688	4,448,765	5,012,608	12.7	5,128,834
Use of Fund Balance	50,621,395	9,904,013	30,013,000	203.0	9,820,000
General Purpose Revenue Allocation	109,841,000	111,505,752	117,039,590	5.0	119,429,842
Total	$ 363,152,112	$ 340,791,246	$ 386,800,824	13.5	$ 351,475,905

Capital Program

Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Services & Supplies	$ 663,000	$ 608,000	$ 533,000	(12.3)	$ 533,000
Capital Assets/Land Acquisition	117,277,000	84,302,282	47,996,301	(43.1)	2,500,000
Operating Transfers Out	9,279,645	9,278,883	9,280,933	0.0	9,284,783
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ 321,012	$ 7,123,197	$ 4,518,352	(36.6)	$ 5,309,775
Intergovernmental Revenues	10,000,037	11,625,968	4,506,137	(61.2)	4,508,008
Miscellaneous Revenues	—	—	4,400,000	—	—
Other Financing Sources	111,541,000	75,440,000	43,596,301	(42.2)	2,500,000
Use of Fund Balance	5,357,596	—	789,444	—	—
General Purpose Revenue Allocation	—	—	—	0.0	—
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Finance Other

Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Services & Supplies	$ 51,399,146	$ 58,395,701	$ 43,666,270	(25.2)	$ 67,970,423
Other Charges	172,272,102	171,090,382	175,483,673	2.6	172,507,366
Contingency Reserves	21,700,000	22,000,000	23,000,000	4.5	23,000,000
Operating Transfers Out	85,614,688	62,012,087	49,743,909	(19.8)	7,828,834
Total	$ 330,985,936	$ 313,498,170	$ 291,893,852	(6.9)	$ 271,306,623

Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 2,452,211	$ 2,457,410	$ 2,200,000	(10.5)	$ 2,200,000
Revenue From Use of Money & Property	1,812,130	1,783,741	1,634,067	(8.4)	1,656,664
Intergovernmental Revenues	800,000	2,904,250	4,566,625	57.2	4,567,225
Charges For Current Services	128,215,978	130,193,204	136,977,956	5.2	136,980,977
Other Financing Sources	9,588,791	9,615,038	9,686,021	0.7	9,689,871
Fund Balance Component Decreases	67,436	—	—	0.0	—
Use of Fund Balance	21,460,000	17,180,000	15,080,000	(12.2)	10,000,000
General Revenue Allocation	166,589,390	149,364,527	121,749,183	(18.5)	106,211,886
Total	$ 330,985,936	$ 313,498,170	$ 291,893,852	(6.9)	$ 271,306,623

Total General Purpose Revenue

General Purpose Revenue	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 505,813,659	$ 510,490,511	$ 523,614,516	2.6	$ 527,783,492
Taxes Other Than Current Secured	381,647,350	383,772,066	382,956,350	(0.2)	386,848,448
Licenses Permits & Franchises	10,336,530	10,513,537	10,438,344	(0.7)	10,488,804
Fines, Forfeitures & Penalties	17,225,791	16,914,685	15,835,251	(6.4)	15,910,380
Revenue From Use of Money & Property	7,525,430	3,437,944	2,867,302	(16.6)	2,867,302
Intergovernmental Revenues	40,844,935	40,959,482	41,212,462	0.6	41,212,462
Miscellaneous Revenues	1,028,305	1,027,775	1,027,775	0.0	1,032,112
Total	$ 964,422,000	$ 967,116,000	$ 977,952,000	1.1	$ 986,143,000

Appendix B: Budget Summary of All Funds

Appropriations by Fund Type

County Funds by Type	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 3,742,809,210	$ 3,718,903,529	$ 3,845,471,254	3.4	$ 3,762,774,611
Capital Project Funds	127,219,645	94,189,165	57,810,234	(38.6)	12,317,783
Debt Service County Family	81,354,997	81,467,380	81,460,697	(0.0)	81,463,718
County Proprietary Enterprise Funds	24,314,387	25,034,709	24,824,688	(0.8)	24,038,407
County Proprietary Internal Service Funds	362,767,837	399,396,565	425,100,230	6.4	409,394,154
Air Pollution Control District	45,088,021	44,274,271	41,990,873	(5.2)	41,987,203
County Service Areas	15,161,711	16,814,582	16,879,597	0.4	16,855,536
Miscellaneous Special Districts	14,968,662	9,995,021	16,476,252	64.8	10,793,432
Permanent Road Divisions	7,959,608	7,831,022	8,945,080	14.2	8,945,080
Sanitation Districts	40,065,136	39,637,059	33,193,026	(16.3)	26,157,626
Miscellaneous Local Agencies	8,532,060	9,515,160	8,226,612	(13.5)	8,200,700
Special Revenue Funds	389,393,890	398,179,679	406,818,646	2.2	408,081,096
Total	$ 4,859,635,164	$ 4,845,238,142	$ 4,967,197,189	2.5	$ 4,811,009,346

Appropriations by Group and Fund

Public Safety Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 1,192,341,144	$ 1,225,745,190	$ 1,279,495,297	4.4	$ 1,274,934,259
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.0	1,100,000
District Attorney Asset Forfeiture Program Fed	700,000	600,000	500,000	(16.7)	500,000
District Attorney Asset Forfeiture State	17,000	15,000	15,000	0.0	15,000
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.0	50,000
Sheriff's Inmate Welfare	4,978,968	5,421,624	5,705,192	5.2	6,252,641
Probation Inmate Welfare	95,000	95,000	95,000	0.0	95,000
Public Safety Prop 172 Special Revenue	203,105,643	226,886,393	237,322,190	4.6	244,053,344
CSA 107 Elfin Forest Fire District	425,893	468,072	468,072	0.0	468,072
CSA 109 Mt Laguna Fire Medical	72,647	42,647	—	(100.0)	—
CSA 110 Mount Palomar Fire Medical	133,729	83,965	—	(100.0)	—
CSA 111 Boulevard Fire District	84,891	54,891	—	(100.0)	—

Public Safety Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
CSA 112 Campo Fire District	76,064	46,064	—	(100.0)	—
CSA 113 San Pasqual Fire District	107,889	77,889	—	(100.0)	—
CSA 115 Pepper Drive Fire District	364,269	364,269	364,269	0.0	364,269
CSA 135 Fire Protection / Emergency Medical Srvs	—	695,456	710,000	2.1	710,000
CSA 135 Regional 800 MHZ Radio System	622,955	622,955	622,955	0.0	622,955
CSA 135 Del Mar 800 MHZ Zone B	50,000	50,000	50,000	0.0	50,000
CSA 135 Poway 800 MHZ Zone F	155,502	155,502	155,502	0.0	155,502
CSA 135 Solana Beach 800 MHZ Zone H	45,400	45,400	45,400	0.0	45,400
Jail Stores Internal Service Fund	5,800,000	6,815,423	7,097,050	4.1	7,097,050
Total	$ 1,410,326,994	$ 1,469,435,740	$ 1,533,795,927	4.4	$ 1,536,513,492

Health and Human Services Agency	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 1,883,670,132	$ 1,891,354,447	$ 1,959,528,520	3.6	$ 1,948,588,830
Tobacco Securitization Special Revenue	27,500,000	27,500,000	27,500,000	0.0	27,500,000
CSA 17 San Dieguito Ambulance	2,754,749	3,815,715	4,155,715	8.9	4,155,715
CSA 69 Heartland Paramedic	5,959,184	6,233,650	6,233,650	0.0	6,233,650
Total	$ 1,919,884,065	$ 1,928,903,812	$ 1,997,417,885	3.6	$ 1,986,478,195

Land Use and Environment Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 154,705,090	$ 145,932,597	$ 158,041,436	8.3	$ 136,583,213
Road Fund	108,121,784	95,450,845	88,724,178	(7.0)	85,552,185
Air Pollution Control District Operations	20,855,870	21,095,414	22,321,745	5.8	22,318,075
APCD Air Quality Improvement Trust	10,510,179	10,000,000	10,000,000	0.0	10,000,000
Air Quality State Moyer Program	4,384,110	6,505,176	2,810,756	(56.8)	2,810,756
Air Quality Power General Mitigation	500,000	1,043,681	358,372	(65.7)	358,372
Air Quality Proposition 1B GMERP	6,986,362	5,330,000	6,500,000	22.0	6,500,000
Air Quality GMERP Early Grant	5,000	—	—	0.0	—
Air Quality State Lower Emission School Bus Prgm	1,330,000	—	—	0.0	—
Air Quality GMERP - Match Fund	516,500	300,000	—	(100.0)	—
San Diego County Lighting Maintenance District 1	1,797,313	1,990,079	2,059,790	3.5	2,059,790
Inactive Waste Site Management	6,852,862	6,304,679	8,408,485	33.4	6,514,986
Hillsborough Landfill Maintenance	247,757	—	—	0.0	—
Duck Pond Landfill Cleanup	16,645	16,978	17,318	2.0	17,664
Parkland Ded Area 4 Lincoln Acres	4,600	4,600	1,170	(74.6)	1,170
Parkland Ded Area 15 Sweetwater	9,600	9,600	15,550	62.0	15,550
Parkland Ded Area 16 Otay	2,000	2,000	1,000	(50.0)	1,000
Parkland Ded Area 19 Jamul	26,200	26,200	18,100	(30.9)	18,100
Parkland Ded Area 20 Spring Valley	5,400	27,400	28,400	3.6	28,400
Parkland Ded Area 25 Lakeside	23,500	32,000	47,000	46.9	47,000
Parkland Ded Area 26 Crest	10,500	10,500	16,500	57.1	16,500
Parkland Ded Area 27 Alpine	17,000	37,000	37,300	0.8	37,300
Parkland Ded Area 28 Ramona	44,000	44,000	48,500	10.2	48,500
Parkland Ded Area 29 Escondido	33,000	23,000	38,300	66.5	38,300
Parkland Ded Area 30 San Marcos	8,000	5,500	2,700	(50.9)	2,700
Parkland Ded Area 31 San Dieguito	140,000	215,000	140,000	(34.9)	140,000

Land Use and Environment Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Parkland Ded Area 32 Carlsbad	1,000	1,000	170	(83.0)	170
Parkland Ded Area 35 Fallbrook	104,000	129,000	128,000	(0.8)	128,000
Parkland Ded Area 36 Bonsall	23,000	13,000	12,000	(7.7)	12,000
Parkland Ded Area 37 Vista	22,000	22,000	26,200	19.1	26,200
Parkland Ded Area 38 Valley Center	21,000	30,000	35,600	18.7	35,600
Parkland Ded Area 39 Pauma Valley	14,000	5,000	5,600	12.0	5,600
Parkland Ded Area 40 Palomar Julian	14,600	14,600	18,400	26.0	18,400
Parkland Ded Area 41 Mountain Empire	7,000	7,000	6,900	(1.4)	6,900
Parkland Ded Area 42 Anza Borrego	5,000	5,000	7,500	50.0	7,500
Parkland Ded Area 43 Central Mountain	7,000	4,328	3,750	(13.4)	3,750
Parkland Ded Area 44 Oceanside	1,000	1,000	515	(48.5)	515
Parkland Ded Area 45 Valle de Oro	25,500	46,000	27,900	(39.3)	27,900
PRD 6 Pauma Valley	313,016	341,638	371,850	8.8	371,850
PRD 8 Magee Road Pala	147,216	175,334	208,573	19.0	208,573
PRD 9 Santa Fe Zone B	80,057	78,746	82,472	4.7	82,472
PRD 10 Davis Drive	31,427	32,400	17,863	(44.9)	17,863
PRD 11 Bernardo Road Zone A	31,994	36,609	41,296	12.8	41,296
PRD 11 Bernardo Road Zone C	26,683	25,263	24,606	(2.6)	24,606
PRD 11 Bernardo Road Zone D	31,384	34,481	38,686	12.2	38,686
PRD 12 Lomair	240,354	258,050	236,846	(8.2)	236,846
PRD 13 Pala Mesa Zone A	348,489	341,463	392,333	14.9	392,333
PRD 13 Stewart Canyon Zone B	54,603	52,951	28,609	(46.0)	28,609
PRD 14 Rancho Diego	776	1,163	—	(100.0)	—
PRD 16 Wynola	114,433	86,431	107,551	24.4	107,551
PRD 18 Harrison Park	191,472	266,684	288,873	8.3	288,873
PRD 20 Daily Road	411,052	345,642	549,619	59.0	549,619
PRD 21 Pauma Heights	145,471	220,776	334,997	51.7	334,997
PRD 22 West Dougherty St	16,935	15,117	10,490	(30.6)	10,490
PRD 23 Rock Terrace Road	18,812	22,401	25,293	12.9	25,293
PRD 24 Mt Whitney Road	58,943	19,926	36,190	81.6	36,190
CSA 26 Rancho San Diego	249,146	254,356	244,430	(3.9)	244,430
CSA 26 Cottonwood Village Zone A	127,555	159,890	208,077	30.1	208,077
CSA 26 Monte Vista Zone B	379,000	300,600	297,924	(0.9)	297,924

Land Use and Environment Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
SD Landscape Maintenance Zone 1	159,499	139,364	141,453	1.5	142,867
Landscape Maintenance Dist Zone 2 - Julian	101,097	103,002	125,433	21.8	102,878
PRD 30 Royal Oaks Carroll	40,861	39,655	37,706	(4.9)	37,706
PRD 38 Gay Rio Terrace	70,245	55,444	77,552	39.9	77,552
PRD 39 Sunbeam Lane	13,013	12,049	—	(100.0)	—
PRD 45 Rincon Springs Rd	28,086	63,326	68,867	8.7	68,867
PRD 46 Rocoso Road	40,987	31,438	37,421	19.0	37,421
PRD 49 Sunset Knolls Road	47,241	16,311	33,267	104.0	33,267
PRD 50 Knoll Park Lane	126,052	127,888	129,851	1.5	129,851
PRD 53 Knoll Park Lane Extension	248,208	259,511	269,427	3.8	269,427
PRD 54 Mount Helix	121,875	160,079	170,504	6.5	170,504
PRD 55 Rainbow Crest Rd	228,296	271,380	319,364	17.7	319,364
PRD 60 River Drive	121,116	131,634	137,852	4.7	137,852
PRD 61 Green Meadow Way	192,293	198,174	206,101	4.0	206,101
PRD 63 Hillview Road	338,490	365,297	396,032	8.4	396,032
PRD 64 Lila Lane	2,680	2,727	—	(100.0)	—
PRD 70 El Camino Corto	55,475	29,264	58,454	99.7	58,454
PRD 75 Gay Rio Dr Zone A	193,675	205,949	217,848	5.8	217,848
PRD 75 Gay Rio Dr Zone B	375,213	389,967	404,488	3.7	404,488
PRD 76 Kingsford Court	29,132	35,440	41,239	16.4	41,239
PRD 77 Montiel Truck Trail	235,892	251,027	268,079	6.8	268,079
PRD 78 Gardena Way	42,744	47,278	51,949	9.9	51,949
PRD 80 Harris Truck Trail	271,503	171,420	213,113	24.3	213,113
CSA 81 Fallbrook Local Park	713,219	640,580	583,214	(9.0)	585,894
CSA 83 San Dieguito Local Park	734,713	683,283	663,127	(2.9)	656,427
CSA 83A Zone A4S Ranch Park 95155	663,300	643,002	689,700	7.3	695,700
PRD 88 East Fifth St	66,896	68,118	70,832	4.0	70,832
PRD 90 South Cordoba	48,584	22,423	39,552	76.4	39,552
PRD 94 Roble Grande Road	481,302	278,781	520,037	86.5	520,037
PRD 95 Valle Del Sol	263,187	283,006	303,247	7.2	303,247
PRD 99 Via Allondra Via Del Corvo	46,378	22,455	35,397	57.6	35,397
PRD 100 Viejas Lane View	29,091	11,505	29,040	152.4	29,040
PRD 101 Johnson Lake Rd	31,632	146,977	149,124	1.5	149,124
PRD 101 Hi Ridge Rd Zone A	14,640	14,148	13,043	(7.8)	13,043
PRD 102 Mountain Meadow	255,764	66,891	162,320	142.7	162,320
PRD 103 Alto Drive	265,152	190,004	263,701	38.8	263,701
PRD 104 Artesian Rd	74,447	91,033	126,504	39.0	126,504
PRD 105 Alta Loma Dr	16,307	63,335	25,247	(60.1)	25,247
PRD 105 Alta Loma Dr Zone A	16,924	89,153	31,215	(65.0)	31,215

Land Use and Environment Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
PRD 106 Garrison Way Et Al	26,695	88,605	98,449	11.1	98,449
PRD 117 Legend Rock	14,607	9,975	8,914	(10.6)	8,914
CSA 122 Otay Mesa East	37,514	12,200	12,200	0.0	—
PRD 123 Mizpah Lane	60,258	66,509	72,927	9.6	72,927
PRD 125 Wrightwood Road	72,705	78,360	84,154	7.4	84,154
PRD 126 Sandhurst Way	34,845	35,344	35,217	(0.4)	35,217
PRD 127 Singing Trails Drive	50,185	17,630	27,093	53.7	27,093
CSA 128 San Miguel Park Dist	1,097,285	1,073,262	1,059,908	(1.2)	1,067,208
PRD 130 Wilkes Road	156,184	113,307	189,747	67.5	189,747
PRD 133 Ranch Creek Road	8,407	18,747	27,267	45.4	27,267
PRD 134 Kenora Lane	59,860	68,654	78,120	13.8	78,120
CSA 136 Sundance Detention Basin	46,211	48,568	48,568	0.0	48,568
San Diego County Flood Control District	12,334,061	7,191,700	13,603,220	89.2	7,920,400
Blackwolf Stormwater Maint ZN 349781	9,328	10,634	10,634	0.0	10,634
Lake Rancho Viejo Stormwater Maint ZN 442493	189,800	197,000	197,000	0.0	197,000
Ponderosa Estates Maint ZN 351421	—	22,690	22,690	0.0	22,690
PRD 1001 Capra Way	—	1,030	—	(100.0)	—
PRD 1002 Sunny Acres	18,688	20,848	21,461	2.9	21,461
PRD 1003 Alamo Way	13,968	14,830	15,917	7.3	15,917
PRD 1004 Butterfly Lane	3	4	—	(100.0)	—
PRD 1005 Eden Valley Lane	59,744	64,715	69,876	8.0	69,876
PRD 1007 Tumble Creek	70	4,976	—	(100.0)	—
PRD 1008 Canter	25,033	6,948	23,456	237.6	23,456
PRD 1009 Golf Drive	2,200	2,200	—	(100.0)	—
PRD 1010 Alpine High	263,711	289,395	134,188	(53.6)	134,188
PRD 1011 La Cuesta	43,494	50,654	56,635	11.8	56,635
PRD 1012 Millar Road	35,620	42,365	50,457	19.1	50,457
PRD 1013 Singing Trails	78,288	78,014	77,571	(0.6)	77,571
PRD 1014 Lavender Point Lane	86,539	78,570	78,339	(0.3)	78,339
PRD 1015 Landavo Drive	82,458	87,666	45,053	(48.6)	45,053
PRD 1016 El Sereno Way	69,548	23,514	45,719	94.4	45,719
Survey Monument Preservation Fund	400,000	200,000	325,000	62.5	200,000
Special Aviation	50,000	50,000	50,000	0.0	50,000
Special Aviation Debt Service	342,389	340,484	337,880	(0.8)	334,578
County Fish and Game Propogation	37,000	18,000	18,000	0.0	18,000
Airport Enterprise Fund	17,393,288	17,970,224	17,312,738	(3.7)	16,973,922

Land Use and Environment Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Liquid Waste Enterprise Fund	6,921,099	7,064,485	7,511,950	6.3	7,064,485
CWSMD-Zone B (Campo Hills Water)	284,660	283,140	283,140	0.0	283,140
Campo WSMD-Zone A (Rancho Del Campo Water)	353,500	299,778	299,778	0.0	299,778
San Diego County Sanitation District	40,065,136	39,637,059	33,193,026	(16.3)	26,157,626
DPW Equipment Internal Service Fund	5,005,616	5,926,138	6,226,111	5.1	6,226,111
DPW ISF Equipment Acquisition Road Fund	4,905,481	6,178,481	5,284,965	(14.5)	3,379,965
DPW ISF Equipment Acquisition Inactive Waste	200,801	93,513	92,869	(0.7)	92,869
DPW ISF Equipment Acqusition Airport Enterprise	234,316	197,585	737,069	273.0	192,569
DPW ISF Equipment Acquisition Liquid Waste	567,046	628,792	623,311	(0.9)	333,311
Total	$ 418,960,040	$ 392,883,009	$ 399,057,630	1.6	$ 356,134,227

Community Services Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 77,886,827	$ 75,774,324	$ 67,888,308	(10.4)	$ 65,361,118
Co Successor Housing Agy Gillespie Housing	—	30,000	18,000	(40.0)	18,000
Co Successor Housing Agy USDRIP Housing	—	75,000	45,000	(40.0)	45,000
County Library	35,209,942	33,415,948	35,983,348	7.7	35,160,643
Co Successor Agy Redev Obligation Ret Fund	—	2,244,276	1,896,930	(15.5)	1,891,384
Co Successor Agy Gillespie Red Obligation Ret Fd	—	1,444,276	1,144,930	(20.7)	1,139,384
Co Successor Agy USDRIP Red Obligation Ret Fund	—	550,000	550,000	0.0	550,000
05 Redev Gill Field - Special Revenue DS	2,689,110	—	—	0.0	—
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,152,089	—	—	0.0	—
Co Redev Agy 05 Gillespie Redev - Interest	767,089	—	—	0.0	—
Co Redev Agy 05 Gillespie Redev - Principal	375,000	—	—	0.0	—
Co Redev Agy 05 Gillespie Redev DS Reserve	10,000	—	—	0.0	—

Community Services Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Co Successor Agy Gillespie Fld Debt Srv	—	1,144,276	1,144,930	0.1	1,139,384
Co Successor Agy Gillespie Fld Interest Acct	—	749,276	729,330	(2.7)	709,384
Co Successor Agy Gillespie Fld Principal Acct	—	395,000	415,000	5.1	430,000
Co Redev Agy Gillespie Field Cap Admin Fund	280,350	—	—	0.0	—
Co Redev Agy Upper SD River Capital	2,353,000	—	—	0.0	—
Co Redev Agy Gillespie Housing Capital	545,822	—	—	0.0	—
Co Redev Agy Upper SD River Housg Cap	333,350	—	—	0.0	—
Co Successor Agy USDRIP	—	1,138,780	1,137,562	(0.1)	1,138,780
Co Successor Agy Gillespie Fld Spec Revenue Fund	—	1,444,276	1,144,930	(20.7)	1,139,384
Co Successor Agy Gillespie Fld Admin	—	300,000	—	(100.0)	—
Purchasing Internal Service Fund	11,187,167	14,020,588	8,814,851	(37.1)	8,622,758
Fleet Services Internal Service Fund	7,437,446	7,167,476	7,478,385	4.3	7,537,300
Fleet ISF Equipment Acquisition General	20,310,182	20,580,122	20,724,368	0.7	20,729,108
Fleet ISF Materials Supply Inventory	15,936,529	17,694,421	19,207,758	8.6	19,211,504
Fleet ISF Accident Repair	271,797	491,118	539,272	9.8	539,272
Fleet ISF Accidents Sheriff	330,843	649,096	697,250	7.4	697,250
Facilities Management Internal Service Fund	87,026,675	95,278,442	99,055,180	4.0	99,817,963
Major Maintenance Internal Service Fund	25,003,154	30,950,305	31,805,505	2.8	30,905,505
Total	$ 289,106,372	$ 305,537,000	$ 300,420,837	(1.7)	$ 296,783,121

Finance and General Government Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 235,481,604	$ 200,411,160	$ 231,534,485	15.5	$ 208,914,233
Information Technology Internal Service Fund	127,670,508	140,380,086	155,266,339	10.6	142,561,672
Total	$ 363,152,112	$ 340,791,246	$ 386,800,824	13.5	$ 351,475,905

Capital Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Capital Outlay Fund	$ 37,277,000	$ 46,702,282	$ 19,765,000	(57.7)	$ —
Capital MSCP Acquisition Fund	10,000,000	10,000,000	10,000,000	0.0	2,500,000
Justice Facility Construction Capital Outlay Fnd	70,000,000	27,600,000	—	(100.0)	—
Library Projects Capital Outlay Fund	—	—	18,231,301	—	—
Edgemoor Development Fund	9,942,645	9,886,883	9,813,933	(0.7)	9,817,783
Total	$ 127,219,645	$ 94,189,165	$ 57,810,234	(38.6)	$ 12,317,783

Finance Other	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
General Fund	$ 198,724,413	$ 179,685,811	$ 148,983,208	(17.1)	$ 128,392,958
Pension Obligation Bonds	81,354,997	81,467,380	81,460,697	(0.0)	81,463,718
Employee Benefits Internal Service Fund	34,337,627	36,568,089	42,541,538	16.3	42,541,538
Public Liabilty Internal Service Fund	16,542,649	15,776,890	18,908,409	19.8	18,908,409
Majestic Pines County Service District Debt	26,250	—	—	0.0	—
Total	$ 330,985,936	$ 313,498,170	$ 291,893,852	(6.9)	$ 271,306,623

Appendix C: General Fund Budget Summary

Expenditures by Group/Agency

Public Safety Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Public Safety Executive Office	$ 22,615,635	$ 6,930,453	$ 6,645,128	(4.1)	$ 6,523,123
San Diego County Fire Authority	25,191,550	22,830,958	24,865,541	8.9	16,734,105
District Attorney	154,463,194	154,065,088	160,086,222	3.9	158,945,500
Sheriff	598,463,082	620,981,650	661,939,579	6.6	669,590,756
Child Support Services	51,122,040	50,956,406	51,723,838	1.5	52,703,359
Citizens' Law Enforcement Review Board	589,485	588,111	606,082	3.1	614,191
Office of Emergency Services	10,471,121	9,180,674	6,930,698	(24.5)	5,181,537
Medical Examiner	8,897,649	8,951,213	9,481,818	5.9	9,382,046
Probation	179,528,491	206,964,589	211,883,100	2.4	210,257,642
Public Defender	69,460,410	72,757,375	74,430,178	2.3	74,098,887
Contribution for Trial Courts	71,538,487	71,538,673	70,903,113	(0.9)	70,903,113
Total	$ 1,192,341,144	$ 1,225,745,190	$ 1,279,495,297	4.4	$ 1,274,934,259

Health and Human Services Agency	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Regional Operations	$ 464,314,986	$ 467,713,267	$ 730,255,328	56.1	$ 735,827,207
Strategic Planning & Operational Support	225,162,212	235,222,731	—	(100.0)	—
Aging and Independence Services	309,757,401	312,514,970	329,246,054	5.4	329,981,684
Behavioral Health Services	427,734,706	431,072,490	423,558,464	(1.7)	424,307,813
Administrative Support	98,816,209	100,483,108	116,554,358	16.0	97,262,849
Child Welfare Services	258,626,410	248,498,925	264,598,530	6.5	265,772,240
Public Health Services	94,666,657	91,391,904	95,315,786	4.3	95,437,037
Public Administrator / Public Guardian	4,591,551	4,457,052	—	(100.0)	—
Total	$ 1,883,670,132	$ 1,891,354,447	$ 1,959,528,520	3.6	$ 1,948,588,830

Land Use and Environment Group

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Land Use and Environment Executive Office	$ 6,248,612	$ 6,840,090	$ 7,567,626	10.6	$ 4,707,601
Agriculture, Weights and Measures	19,274,073	19,001,994	19,705,398	3.7	19,759,164
Environmental Health	47,848,861	46,123,629	44,665,102	(3.2)	43,409,480
Farm and Home Advisor	853,058	853,058	853,058	0.0	853,058
Parks and Recreation	29,520,207	29,499,373	30,729,517	4.2	28,873,809
Planning and Land Use	33,503,037	29,450,365	—	(100.0)	—
Planning and Development Services	—	—	31,178,763	—	25,119,727
Public Works	17,457,242	14,164,088	23,341,972	64.8	13,860,374
Total	$ 154,705,090	$ 145,932,597	$ 158,041,436	8.3	$ 136,583,213

Community Services Group

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Community Services Executive Office	$ 5,999,161	$ 6,725,231	$ 7,540,254	12.1	$ 6,036,567
Animal Services	15,343,329	15,822,397	15,736,716	(0.5)	15,858,001
General Services	1,476,000	1,785,000	1,785,000	0.0	1,795,000
Housing & Community Development	24,139,672	24,351,940	23,303,257	(4.3)	23,422,522
Purchasing and Contracting	2,156,296	5,995,000	910,000	(84.8)	915,000
Registrar of Voters	28,772,369	21,094,756	18,613,081	(11.8)	17,334,028
Total	$ 77,886,827	$ 75,774,324	$ 67,888,308	(10.4)	$ 65,361,118

Finance and General Government Group

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712
Board of Supervisors	7,683,215	7,811,230	8,075,907	3.4	8,078,920
Assessor / Recorder / County Clerk	53,590,691	56,359,869	60,307,881	7.0	56,734,787
Treasurer - Tax Collector	20,854,463	20,475,327	22,024,206	7.6	21,126,178

Finance and General Government Group	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Chief Administrative Office	4,303,059	4,312,234	4,441,349	3.0	4,483,892
Auditor and Controller	33,983,646	36,752,555	35,964,386	(2.1)	33,054,272
County Technology Office	9,251,411	10,750,954	14,542,587	35.3	11,314,861
Civil Service Commission	568,229	586,695	616,736	5.1	624,958
Clerk of the Board of Supervisors	6,458,189	3,279,610	3,466,941	5.7	3,529,263
County Counsel	22,361,077	22,935,440	23,459,268	2.3	23,263,640
Grand Jury	601,232	588,080	592,346	0.7	593,919
Human Resources	23,335,014	23,323,953	23,937,245	2.6	23,589,670
County Communications Office	3,154,141	3,060,557	3,088,171	0.9	3,024,161
Total	$ 235,481,604	$ 200,411,160	$ 231,534,485	15.5	$ 208,914,233

Finance Other	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Cash Borrowing Program	$ 7,700,000	$ 7,700,000	$ 7,700,000	0.0	$ 7,700,000
Community Enhancement	2,500,000	2,500,000	2,680,000	7.2	2,600,000
Neighborhood Reinvestment Program	5,000,000	5,000,000	5,000,000	0.0	5,000,000
Contributions to County Library	—	—	935,000	—	—
Contingency Reserve - General Fund	20,000,000	20,000,000	20,000,000	0.0	20,000,000
Contributions to Capital Program	119,855,327	90,859,601	82,303,340	(9.4)	39,695,314
Countywide General Expense	43,327,025	53,284,149	29,951,623	(43.8)	52,972,002
Local Agency Formation Commission Administration	342,061	342,061	413,245	20.8	425,642
Total	$ 198,724,413	$ 179,685,811	$ 148,983,208	(17.1)	$ 128,392,958

Total - All Groups and the Agency	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Total	$ 3,742,809,210	$ 3,718,903,529	$ 3,845,471,254	3.4	$ 3,762,774,611

Financing Sources

Financing Sources By Category	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Taxes Current Property	$ 505,813,659	$ 510,490,511	$ 523,614,516	2.6	$ 527,783,492
Taxes Other Than Current Secured	381,647,350	383,772,066	382,956,350	(0.2)	386,848,448
Licenses Permits & Franchises	41,617,543	41,562,552	42,297,182	1.8	44,100,570
Fines, Forfeitures & Penalties	52,057,099	52,005,089	50,181,502	(3.5)	47,777,862
Revenue From Use of Money & Property	17,691,378	13,903,196	12,045,416	(13.4)	11,726,717
Intergovernmental Revenues	1,970,463,893	2,016,097,530	2,097,482,480	4.0	2,076,763,912
Charges For Current Services	290,357,634	289,941,603	305,187,753	5.3	306,846,525
Miscellaneous Revenues	25,744,581	31,556,491	29,816,101	(5.5)	25,427,282
Other Financing Sources	241,457,560	264,557,972	270,122,890	2.1	271,279,517
Total Revenues	$ 3,526,850,697	$ 3,603,887,010	$ 3,713,704,190	3.0	$ 3,698,554,325
Fund Balance Component Decreases	5,893,425	544,380	810,502	48.9	9,003,989
Use of Fund Balance	210,065,088	114,472,139	130,956,562	14.4	55,216,297
Total Financing Sources	$ 3,742,809,210	$ 3,718,903,529	$ 3,845,471,254	3.4	$ 3,762,774,611

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Appendix D: Health & Human Services - General Fund

Health and Human Services - Regional Operations

This appendix summarizes the Health and Human Services Agency's General Fund budget by operations and assistance payments.

Staffing by Program				
	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
FRC's & Eligibility Administration	1715.00	2023.00	17.96	2023.00
Health Care Policy Administration	36.00	35.00	(2.78)	35.00
Aging Programs	136.75	152.00	11.15	152.00
Adult Protective Services	61.50	67.00	8.94	67.00
In-Home Supportive Services	150.00	160.00	6.67	160.00
Behavioral Health Services	806.75	791.00	(1.95)	791.00
Child Welfare Services	1338.50	1357.00	1.38	1357.00
Public Health Services	657.75	659.50	0.27	659.50
Administrative Support	404.00	369.00	(8.66)	369.00
HHSA Total	5306.25	5613.50	5.79	5613.50

General Fund Budget By Program				
	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
FRC's & Eligibility Administration	$426,300,983	$479,804,742	12.6	$483,371,800
Operational Budget	181,779,836	234,983,595	29.3	238,550,653
Assistance Payments Budget	244,521,147	244,821,147	0.1	244,821,147
CalWORKs Assistance Payments	204,415,785	204,415,785	0.0	204,415,785
Employment and Child Care Payments	33,474,283	33,474,283	0.0	33,474,283
General Relief Payments	2,750,000	3,050,000	10.9	3,050,000
Cash Assistance Program for Immigrants (CAPI)	3,491,856	3,491,856	0.0	3,491,856
Refugee Aid Payments	389,223	389,223	0.0	389,223
Health Care Policy Administration	162,175,130	163,706,757	0.9	163,706,925
Operational Budget	162,175,130	163,706,757	0.9	163,706,925
Assistance Payments Budget	—	—	—	—
Aging Programs	26,902,468	35,045,651	30.3	35,289,057
Operational Budget	26,902,468	35,045,651	30.3	35,289,057
Assistance Payments Budget	—	—	—	—
Adult Protective Services	7,782,154	8,287,649	6.5	8,443,165
Operational Budget	7,782,154	8,287,649	6.5	8,443,165
Assistance Payments Budget	—	—	—	—
In-Home Supportive Services	284,713,146	285,912,754	0.4	286,249,462
Operational Budget	284,713,146	285,912,754	0.4	286,249,462
Assistance Payments Budget	—	—	—	—
Behavioral Health Services	428,646,744	423,558,464	(1.2)	424,307,813
Operational Budget	428,646,744	423,558,464	(1.2)	424,307,813
Assistance Payments Budget	—	—	—	—
Child Welfare Services	313,285,571	329,339,249	5.1	332,006,416
Operational Budget	160,621,225	174,108,378	8.4	176,775,545
Assistance Payments Budget	152,664,346	155,230,871	1.7	155,230,871
Foster Care Aid Payments	79,463,230	77,463,230	(2.5)	77,463,230
Kinship Guardianship Assistance Payments (Kin-GAP)	3,365,522	3,365,522	0.0	3,365,522
Adoption Assistance Payments	69,835,594	74,402,119	6.5	74,402,119
Public Health Services	112,625,546	117,318,896	4.2	117,951,343
Operational Budget	112,625,546	117,318,896	4.2	117,951,343
Assistance Payments Budget	—	—	—	—
Administrative Support	128,922,705	116,554,358	(9.6)	97,262,849
Operational Budget	128,922,705	116,554,358	(9.6)	97,262,849
Assistance Payments Budget	—	—	—	—
HHSA General Fund Total	$1,891,354,447	$1,959,528,520	3.6	$1,948,588,830
Operational Budget Total	1,494,168,954	1,559,476,502	4.4	1,548,536,812
Assistance Payments Budget Total	397,185,493	400,052,018	0.7	400,052,018

Appendix E: Operational Plan Acronyms and Abbreviations

AB: Assembly Bill
ACAO: Assistant Chief Administrative Officer
ADA: Americans with Disabilities Act
AIS: Aging and Independence Services
APCD: Air Pollution Control District
ARRA: American Recovery and Reinvestment Act of 2009
AWM: Agriculture, Weights and Measures
BHS: Behavioral Health Services
BPR: Business Process Reengineering
CAC: County Administration Center
CAFR: Comprehensive Annual Financial Report
CAO: Chief Administrative Officer
CCO: County Communications Office
CDBG: Community Development Block Grant
CFO: Chief Financial Officer
CINA: Capital Improvement Needs Assessment
CLERB: Citizens' Law Enforcement Review Board
COC: County Operations Center
COF: Capital Outlay Fund
COPs: Certificates of Participation
CSA: County Service Area
CSAC: California State Association of Counties
CSG: Community Services Group
CTN: County Television Network
CTO: County Technology Office
CWS: Child Welfare Services
DAS: Department of Animal Services
DCAO: Deputy Chief Administrative Officer
DCSS: Department of Child Support Services
DEH: Department of Environmental Health
DGS: Department of General Services
DHR: Department of Human Resources
DPLU: Department of Planning and Land Use
DPW: Department of Public Works
ERAF: Educational Revenue Augmentation Fund

ERP: Enterprise Resource Planning
FEMA: Federal Emergency Management Agency
FGG: Finance and General Government Group
FHA: Farm and Home Advisor
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GDP: Gross Domestic Product
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GMS: General Management System
GPR: General Purpose Revenue
GSR: Global Scale Rating
GWOW: Government Without Walls
HCD: Housing and Community Development
HHSA: Health and Human Services Agency
IHSS: In-Home Supportive Services
ISF: Internal Service Fund
IT: Information Technology
LRBs: Lease Revenue Bonds
LUEG: Land Use and Environment Group
MSCP: Multiple Species Conservation Program
NACo: National Association of Counties
OAAS: Office of Audits and Advisory Services
OES: Office of Emergency Services
PA/PG: Public Administrator/Public Guardian

PDS: Planning and Development Services

PHS: Public Health Services

POB: Pension Obligation Bond

PRD: Permanent Road Division

PSG: Public Safety Group

RFP: Request for Proposal

RPTT: Real Property Transfer Tax

SANCAL: San Diego County Capital Asset Leasing Corporation

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SB: Senate Bill

SDCERA: San Diego County Employees Retirement Association

SDCFA: San Diego County Fire Authority

SDRBA: San Diego Regional Building Authority

SPOS: Strategic Planning and Operational Support

TABs: Tax Allocation Bonds

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

USDRIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting and Analysis Support System (BRASS).

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

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.

Actuals: The County's year-end actual dollars for expenditures and revenues for a fiscal year. Also, the year-end actual measures or results for statistical performance data for a fiscal year.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

Adopted Budget: The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assigned Fund Balance: That portion of fund balance that reflects an intended use of resources. For nongeneral funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer in a chief operating officer capacity to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year includes recommended expenditures for a given period and the recommended means of financing them. The annual budget is contained within the Operational Plan.

Business Process Reengineering (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

Chief Administrative Officer of the County (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of over 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of a period. Limitations imposed by the highest level of decision making, and requires formal action at that same level to remove.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

County Administration Center (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that 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): General Managers (GM) of one of three County functional groups: Public Safety, Community Services and Land Use and Environment. The GM of the Finance and General Government Group is the Chief Financial Officer, and the GM of the Health and Human Services Agency (HHSA) is the Director. See General Manager.

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.

Financial Planning Calendar: A timetable outlining the process and tasks to be completed during the financial planning and budget cycle.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance. Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Components Increases/Decreases: An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or used as a funding source (decreased). These two categories are only used for adjustments to Restricted, Committed or Assigned fund balance.

GASB 54: Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

General Fund: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

General Manager (GM): An executive management class reporting directly to the Chief Administrative Officer (CAO) or Assistant CAO. Responsible for managing all financial, personnel, and operational functions for each of the County's five business Groups (Community Services, Finance and General Government, Land Use and Environment, Health and Human Services, and Public Safety), and coordinating the Group initiatives in accordance with the CAO's Strategic Plan and County goals.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as net county cost.

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Governmental Accounting Standards Board (GASB): The independent authoritative accounting and financial reporting standard-setting body for U.S. state and local 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: Headed by a General Manager, the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance

programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other entity.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses, Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Major Fund: A fund in which one element (total assets, liabilities, revenues, or expenditures/expenses) is at least 10 percent of the corresponding element total for all funds of that category or type, and at least 5 percent of the corresponding element for all governmental and enterprise funds combined, as set forth in GASB Statement Number 34, *Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments.* By its nature, the General Fund of a government entity is always a major fund.

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 the County is striving to do over a continuous period of time. The County's mission is "to efficiently provide public services that build strong and sustainable communities."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Nonspendable Fund Balance: That portion of net resources that cannot be spent either because of its form or that it must be maintained intact.

Objective: A statement of anticipated accomplishment, usually measurable and time bound.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Operating Budget: A plan of current expenditures and the recommended 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 Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to noncounty governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: See Recommended Budget.

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.

Recommended 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 Recommended Operational Plan, Proposed Budget or Proposed Operational Plan.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

Restricted Fund Balance: That portion of fund balance subject to externally enforceable limitations on use imposed by law, constitutional provision, or other regulation.

Revenue From Use of Money & Property: Revenue accounts that include investment income, rents and concessions and royalties.

Salaries and Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

Securitization: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an upfront payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue upfront and reducing the risk of not collecting all of the payments.

Services and Supplies: A group of expenditure accounts that includes nonpersonnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

Strategic: Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, the broad organizationwide goals that guide the allocation of resources and set programs. The County has three strategic initiatives: Safe Communities (Promote safe communities), Sustainable Environments (Support environments that foster viable, livable communities while bolstering economic growth), and Healthy Families (Make it easier for residents to lead healthy lives while improving opportunities for children and adults).

Successor Agency: The agency responsible for managing the dissolution of a redevelopment agency as laid out in Assembly Bill X1 26, *Community Redevelopment Dissolution*. In most cases, the city or county that created the redevelopment agency has been designated as the successor agency. The County of San Diego is the Successor Agency for the County of San Diego Redevelopment Agency.

Tax and Revenue Anticipation Notes (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unassigned Fund Balance: Residual net resources. Total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

Unfunded Actuarial Accrued Liability (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A county that is safe, healthy and thriving."

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