

County of San Diego



Operational Plan

Fiscal Years 2001-2002 And 2002-2003



Board of Supervisors:

Greg Cox, District One
Dianne Jacob, District Two
Pam Slater, District Three
Ron Roberts, District Four
Bill Horn, District Five

Chief Administrative Officer:

Walter F. Ekard

Chief Financial Officer / Auditor & Controller:

William J. Kelly



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Board of Supervisors



Bill Horn District 5
Chairman



Ron Roberts District 4



Greg Cox District 1



Pam Slater District 3



Dianne Jacob District 2





County of San Diego Operational Plan 2001–2003

Here at the County of San Diego, we know where we're going.

Thanks to the leadership and vision of the Board of Supervisors, and the County's Strategic Plan, we have a clear idea of what we want to accomplish. Our operational plan for the next two fiscal years is a road map for achieving the County's strategic goals.

Every penny in our budget will be spent to advance these goals. Major projects are planned for each of the nine initiatives laid out in the Strategic Plan: Fiscal Stability, Crime Prevention, Environment, Technology, Self Sufficiency, Health & Wellness, Human Resource Modernization, Regional Leadership and Workplace Improvement.

These objectives are much more than words on paper. They identify what we are as an organization, and what we stand for. They give us our guiding principles as we seek to improve the quality of life for San Diego County residents.

As you thumb through this document, keep these subjects in mind, and you'll see the County's strategic vision winding through the landscape of our spending plan for the next two years.

Of course, none of this would be possible without fiscal stability, the foundation of our strategic plan. We must maintain prudent reserves, work to improve the County's bond rating and cut overhead costs, shifting the savings into front-line services.

Crime prevention remains a key goal of the Board of Supervisors. We want San Diego County to stand out as a safe place for residents and visitors. Over the next two years, we'll expand the successful Drug Court program, and add drug and alcohol treatment slots under Proposition 36. We'll also begin construction of a new Juvenile Hall, expand domestic violence response teams and assist victims of elder abuse through emergency call centers.

Under self-sufficiency, we will open the San Pasqual Academy for foster youth, expand services for working families who are making the transition from welfare to work and promote Internet access through the San Diego Futures Foundation and supervised programs at County libraries.

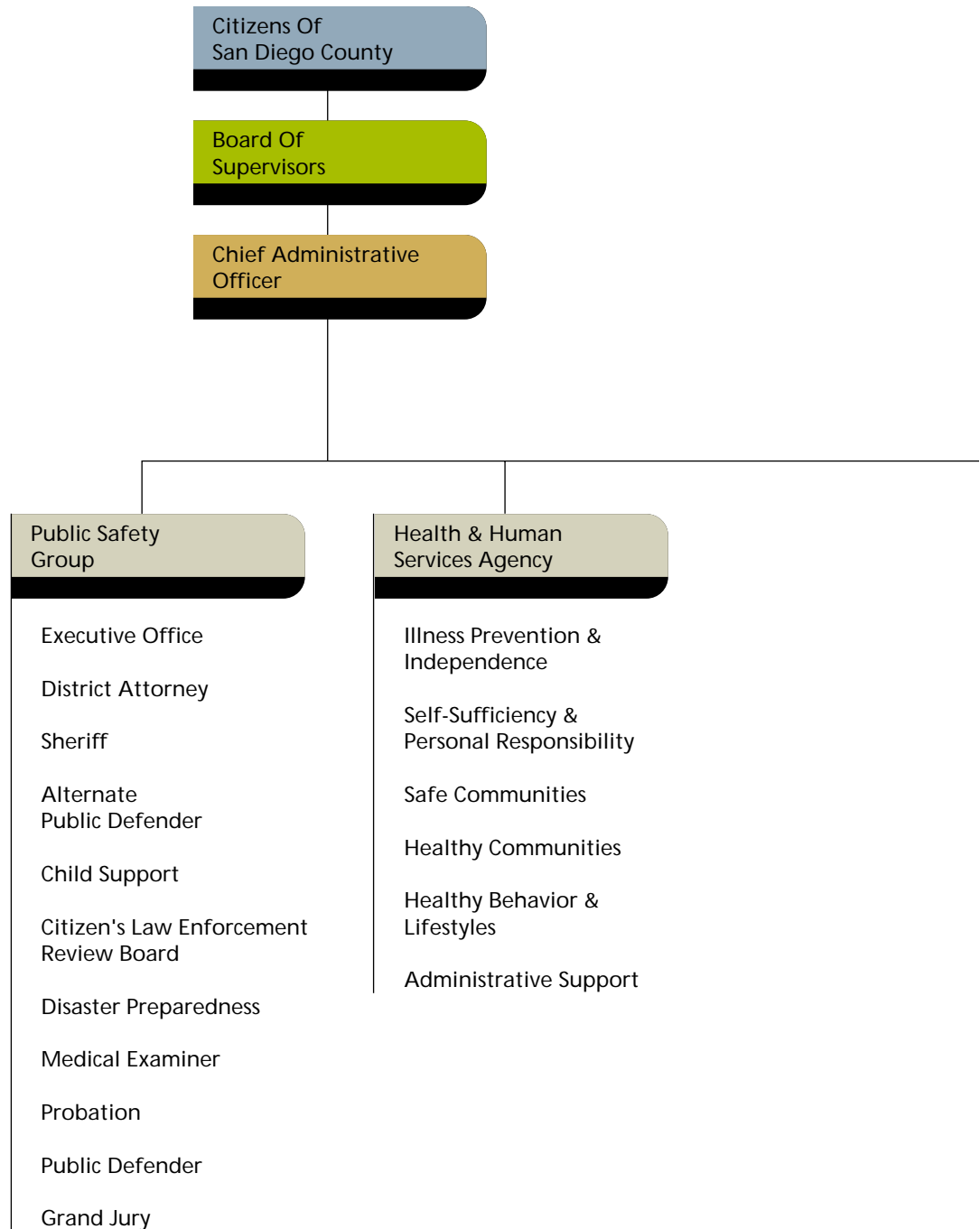
We are working on a regional clean water strategy and will continue acquiring property for the preserve laid out in the Multiple Species Conservation Plan. We are streamlining the application process for Medi-Cal and Healthy Families, to provide health insurance for San Diego children and families who need it. And our technology initiative will continue to blossom with new Web-based services, such as on-line surplus property auctions, eBay style.

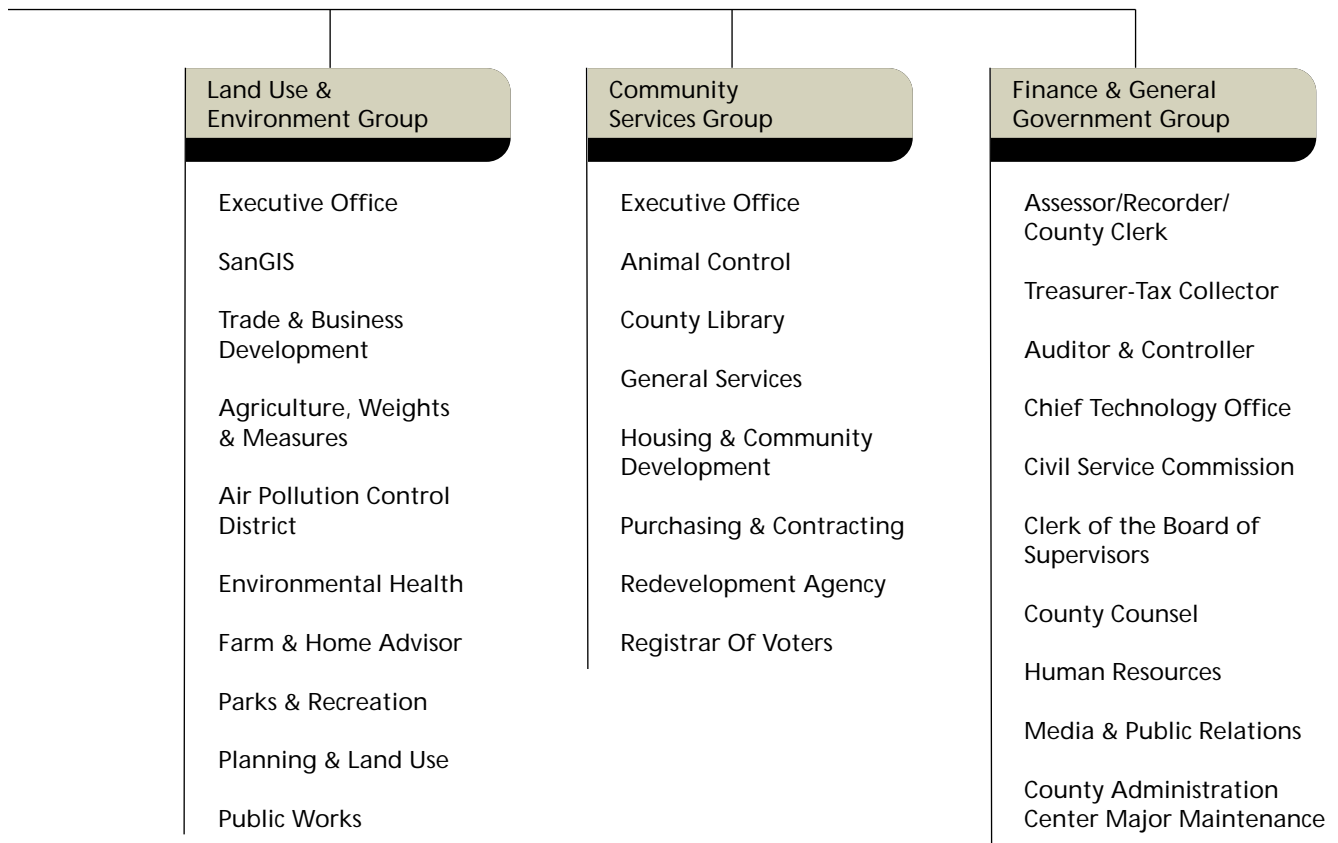
The programs contained in this operational plan are far too numerous to detail here. But I urge you to look closely at our fiscal road map. I think you'll be impressed.

Here at the County of San Diego, we really do know where we're headed. With the leadership of our elected officials and the support of the community, we're confident we can undertake a successful and productive journey.



Organizational Chart







The Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2001 through June 30, 2003). Pursuant to Government Code §29000 et al., the Board of Supervisors may only formally accept the first year of the Operational Plan by adopting a prescribed Line-Item Budget. The Board approves the second year of the plan in principle for planning purposes. The Operational Plan document includes a list of major accomplishments achieved during the past year, discusses the planned expenditures, and projects the resources that will be used to finance these activities.

The following information is provided to assist the reader in understanding the Operational Plan's data and narrative.

Governmental Structure

The County was incorporated February 18, 1850, and functions under a Charter adopted in 1933, as subsequently amended. A five-member Board of Supervisors elected to four-year terms in district nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services including public assistance, police protection, detention and correction, health and sanitation, recreation, and others. These services are provided by five Agency/Groups, that are headed by General Managers [Deputy Chief Administrative Officers (DCAO)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials—District Attorney and Sheriff (Public Safety Group); Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

The General Management System

The County's General Management System (GMS) is a

complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation. The GMS consists of a closed-loop of overlapping and related components, beginning with Strategic Planning followed by Operational Planning. Monitoring and Control takes place continuously to ensure risks are identified, plans are followed, and adjustments are made as necessary. The networking of professional staff in operating departments with those in support departments occurs throughout these processes. Motivation, Rewards, and Recognition completes the loop by rewarding those who have met their planning goals.

Strategic Plan

The Strategic Plan provides the long-term direction for the County. A Five-Year Financial Forecast provides a long-range financial view of the County's Strategic Plan. The Strategic Plan is reflected in the program objectives in the County's Operational Plan, in the performance plans for managers, and in each department's Quality First Program goals. The Strategic Plan sets the course for accomplishing our mission: *To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value...in order to improve the region's Quality of Life.*

This mission reflects our commitment to anticipating, understanding, and responding to the critical issues that affect our residents. The Strategic Plan also recognizes that our employees will continue to be our most important asset. The Strategic Plan is built around four strategic intents that will allow us to achieve our mission:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve



- Preserve and enhance the environment in San Diego County
- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands
- Promote a culture that values our employees, partners and customers and institutionalizes continuous improvement and innovation

The current Strategic Plan articulates nine major, interrelated initiatives through which these intents will be accomplished. The safety and well being of our residents and environment is addressed in the Crime Prevention, Environment, Self Sufficiency, and Health & Wellness initiatives. To accomplish these core service initiatives our ongoing core values of customer service, continuous improvement, innovation, and fiscal discipline are addressed in the Fiscal Stability, Technology, Human Resources Modernization, Workplace Improvement, and Regional Leadership initiatives.

By accomplishing our strategic intents and initiatives, we will successfully realize the County's vision: *A County Government that has earned the respect and support of its residents.*

Operational Plan

The Operational Plan details each Department's strategic objectives for the next two years and the resources required to achieve them. Operational planning in the County's GMS builds from the Strategic Plan and the Five-Year Financial Forecast. The first two fiscal years of the financial forecast form the basis for the Operational Plan. The Operational Plan is monitored regularly and is linked to the rewards and recognition phase of the GMS.

Monitoring and Control

An executive level monitoring and control process

provides an on-going formal evaluation of the Operational Plan. This includes an exchange of communication between the General Managers and Group Department Heads on a monthly basis, and between the General Managers and the Chief Administrative Officer once each quarter. The monitoring and control process utilizes a structured written format supplemented by personal meetings between the Group teams and Department Teams.

County Funds

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 certain purposes that require those funds to be accounted for separately. Accordingly, the following funds provide the basic structure for the Operational Plan.

Governmental Fund Types

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

Special Revenue Funds—account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Debt Service Funds—account for the accumulation of resources for the payment of principal and interest on general long-term debt.

Capital Project Funds—account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types.)

Proprietary Fund Types

Enterprise Funds—account for operations that are



financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds—account for the financing of goods or services provided by one department to other departments of the County, or to other governments, on a cost-reimbursement basis.

(See also “Accounting Procedures & Practices” on page 26.)

County Organizational Changes

Establishment of Department of Purchasing and Contracting

On December 12, 2000, (#15), the Board of Supervisors, approved the separation of the Division of Purchasing and Contracting from the Department of General Services. This separation occurred in February 2001. The staff, expenditures, and revenues included in the Department of General Services for purchasing and contracting functions in the Fiscal Years 2000–2002 Adopted Operational Plan have been moved to the Department of Purchasing and Contracting in the Fiscal Years 2001–2003 Operational Plan.

Establishment of Department of Child Support Services

In 1999, the State Legislature mandated that Child Support Enforcement be established as a Department-level organization in County government. The new Department of Child Support Services will transition

from the District Attorney’s Office to an independent department within County government in October 2001.

In this Operational Plan, Child Support Enforcement staff, expenditures, and revenues for Fiscal Years 2001–2003 no longer appear under the Office of the District Attorney, but rather are presented as the Department of Child Support Services. Fiscal Year 2000–2001 information is presented in the Office of the District Attorney.

Operational Plan Documents

Several documents are compiled before the Operational Plan is adopted and approved:

CAO Proposed Operational Plan—provides a comprehensive overview of the County’s operations for the next two fiscal years, including summary tables showing the balance of revenues and expenditures for all County funds; a review of planned capital projects; a summary of the County’s short- and long-term debt; a detailed section by Agency/Group and department/program that describes their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures; a section on the County’s Capital Program; and other supporting material including a glossary.

Change Letters—Recommendations proposing changes to the CAO Proposed Operational Plan are customarily submitted by the CAO and Board members. The purpose of the CAO Change Letter is to update the Proposed Operational Plan with information that becomes available after the document is presented to the Board of Supervisors. Such modifications may be due to Board actions that have occurred subsequent to the submission of the Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains a schedule of



Revisions; a Summary of Agency/Group Adjustments; and highlights of significant changes to the Proposed Operational Plan. Additionally, Change Letters may be submitted directly by Board members.

Referrals To Budget—Throughout the previous fiscal year, the Board may choose to postpone action on various items, referring them to the subsequent year's budget process. The Clerk of the Board tracks referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and subsequent discussion with concerned departments during Budget Deliberations.

Referrals From Budget—During Budget Deliberations, the Board of Supervisors may request additional information to assist them in making their decisions during the fiscal year. The Agency/Groups are responsible for providing requested information to the Board. The status of each referral from budget is tracked by the Clerk of the Board to ensure that all of the Board's requests for information are met.

Citizen Committee Operational Plan Statements—Compiles comments of citizen committees on Proposed Operational Plan allocations for the Agency/Groups and County departments within their designated area of concern.

Post Adoption

Budget Modifications—State Law provides for modifications to the first year of the Operational Plan throughout the year. These changes require Board approval. There are two options for accomplishing a mid-year budget adjustment:

- **Board Of Supervisors Weekly Regular Agenda Process**—Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan Line-Item 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 and County Counsel. Contract modifications also require the approval of the Purchasing Agent. Staffing changes require the approval of the Human Resources Director.
- **Quarterly Status Reports**—On a quarterly basis, each Agency/Group may recommend appropriation transfers, management reserve and/or Contingency Reserve usage through the CAO to address unanticipated needs.



Summary of Appropriations & Revenues—All Funds

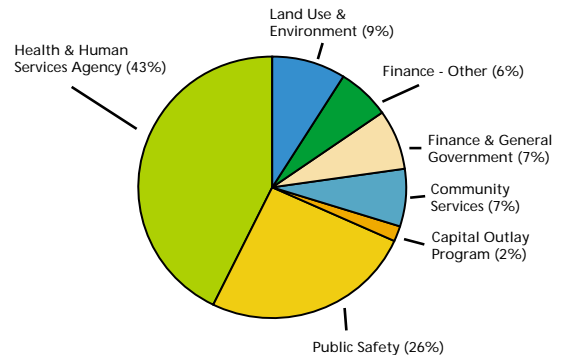
Total Appropriations by Agency/Group

For Fiscal Years 2001–2002 and 2002–2003, appropriations included in the Operational Plan total \$3,767.5 million and \$3,699.1 million, respectively. This is an increase of \$731.9 million (24.1%) in Fiscal Year 2001–2002. However, the majority of this increase is due to accounting changes related to the establishment of special revenue funds for Health and Human Services Realignment and Prop 172 Public Safety Sales Tax revenues, which represent approximately \$448.7 million. Excluding this accounting change, the overall increase is 9.3%. A summary of the Operational Plan by fund type and funds by Group is provided in the *Appropriations by Fund* Appendix (page 315).

The Plan reflects a “structurally balanced budget” wherein ongoing expenditures are matched with ongoing revenues and one-time revenues are spent on one-time projects. During the past three years, the strong State and local economies have allowed the County to enhance existing programs, add new programs, construct new facilities, and complete deferred major maintenance projects. This Operational Plan focuses on nine initiatives which seek to advance

the efforts of the past three years and provide a strategic road map for service delivery over the next several years. As part of the budget presentation for each Agency/Group and Department/Program, objectives for the next two years are linked to one or more of the nine initiatives and give a clear picture of what the County intends to accomplish.

The table below summarizes total appropriations in the Proposed Operational Plan by Agency/Group; the pie chart illustrates each Agency’s/Group’s relative share of the 2001–2002 proposed budget.



Total Appropriations by Agency/Group (in millions)

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety	\$ 719.8	\$ 705.0	\$ 961.1	\$ 973.9
Health & Human Services	1,210.8	1,119.4	1,607.9	1,599.3
Land Use & Environment	304.8	232.3	336.1	349.1
Community Services	243.2	199.0	269.2	261.7
Finance & General Government	248.8	224.9	279.1	241.4
Capital	90.0	106.6	72.8	63.3
Finance—Other	218.2	235.3	241.2	210.5
Total	\$ 3,035.6	\$ 2,822.4	\$ 3,767.5	\$ 3,699.1



The discussion below describes by Agency/Group some of the Fiscal Year 2001–2002 highlights and the more significant changes from the Fiscal Year 2000–2001 Adopted Budget.

Public Safety Group—increase of 34% or \$241.3 million. The majority of this increase (\$185.2 million) is attributable to accounting changes related to the creation of a special revenue fund for Prop 172 Public Safety Sales Tax revenues. Excluding this accounting change, the overall increase is 7.8%. Key factors are:

- Commitment to continuing the decline in crime in the unincorporated areas and contract cities by: 1) developing proactive community-based crime prevention strategies; and, 2) enhancing programs such as Computer and Technology Crime High Tech Response Team (CATCH), and Community Orientated Policing (COPS).
- Commitment to fully implement Prop 36 drug and alcohol treatment programs.
- Implementing the Crime Prevention Act of 2000.
- Establishment of a separate Department of Child Support Services to strengthen parental responsibility and enhance the lives of San Diego's children.
- Begin construction of the East Mesa Juvenile Hall.
- Replacing an outdated caseload management system in the Probation Department with a LAN/WAN PC based system to improve efficiency of operations.

Health & Human Services Agency—increase of 33% or \$397.2 million. The majority of this increase (\$263.5 million) is attributable to accounting changes related to the creation of a special revenue fund for Health and Social Services Realignment revenues. Excluding this accounting change, the overall increase is 11.0%. Key factors are:

- Open and operate San Pasqual Academy as a stable environment for foster youth in September 2001.

- Expansion of services in Children's Mental Health Services by 15%, with emphasis on school-based services through the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) program.
- Expansion of availability of services in Adult Mental Health, including those to older adults and homeless.
- Increases in In-Home Support Services for elderly and disabled, and provider payments due to minimum wage increases.
- Increases in welfare-to-work employment and child care support programs.
- Expansion of the Alcohol and Drug Program for first time offenders as required by the passage of Prop 36, the Substance Abuse and Crime Prevention Act of 2000.

Land Use & Environment Group—increase of 10% or \$31.4 million. Key factors are:

- Park improvements with emphasis in crime prevention and security.
- Development of a regional clean water strategy.
- Stormwater management leadership and efforts.
- Work toward completion of General Plan 2020 and a new Zoning Ordinance.
- Coordination of the Transportation Strategy with General Plan 2020.
- Customer service efforts such as online technology applications, park reservations, and self sufficiency.

Community Services Group—increase of 11% or \$26.0 million. Key factors are:

- Completing construction of six new libraries.
- Automate data entry of voter registration information.
- Develop/manage replacement of aging public safety facilities.



- Stabilize the major maintenance program at \$11.0 million.
- Expand public access to libraries.
- Develop reporting system for veterinarians to record vaccination and licensing information directly into Animal Control's Chameleon database.
- Expand availability of bilingual poll workers.
- Establish partnerships with private, non-profit, and community groups to increase animal adoptions and spay/neuter activities.
- Secure funding for North County Coastal Animal Shelter.
- Successfully complete the Redistricting process for the County.

Finance and General Government Group—increase of 12% or \$30.3 million. Key factors are:

- Enhance the management of County assets and liabilities to strengthen the County's ability to provide public services in a sustainable fashion regardless of economic fluctuations.
- Implement Enterprise Resource Planning (ERP) communication plan to promote upcoming technology improvements.
- Implement ERP applications to enhance strategic planning efforts and promote well-informed decision making at all levels of County government.

- Continue with Business Process Reengineering (BPR) efforts to more efficiently utilize County resources.
- Continue to develop web-based service delivery channels for County services.
- Develop a Countywide set of standards and facility plan that modernizes and maintains all facilities and promotes clean, safe, and effective/supportive workplaces.

Finance-Other Group—increase of 11% or \$23.0 million. Key factors are:

- Maintain a prudent contingency reserve.
- Contribute necessary funds to capital debt payments.
- Contribute funds to Library operations.
- Appropriate adequate funding for ERP lease payments.

Total Appropriations by Category of Expenditures

The table below shows the Operational Plan broken down by category of expenditures. Overall the Fiscal Year 2001–2002 Operational Plan is increasing by \$731.9 million. The primary component of the increase is in the Operating Transfers category which is largely the result of creating new special revenue funds for handling revenues from the Proposition 172 Public Safety Sales Tax and from the Health and Social Services State Realignment program.



**Total Appropriations by Category
(in millions)**

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salary & Employee Benefits	\$ 969.6	\$ 942.0	\$ 1,077.8	\$ 1,131.6
Services & Supplies	1,203.1	1,102.8	1,374.0	1,307.0
Other Charges	667.7	623.3	705.1	693.6
Capital Projects / Land Acquisition	33.7	31.9	38.7	18.3
Fixed Assets-Equipment	23.5	17.1	23.0	18.3
Expenditure Transfers & Reimbursement	(18.8)	(21.7)	(18.6)	(18.9)
Reserves	11.9	—	11.9	11.9
Reserve / Designation Increase	15.8	15.8	26.0	10.8
Operating Transfers	102.6	111.3	515.4	512.3
Management Reserves	26.4	—	14.2	14.3
Total	\$ 3,035.6	\$ 2,822.4	\$ 3,767.5	\$ 3,699.1

Other significant changes include:

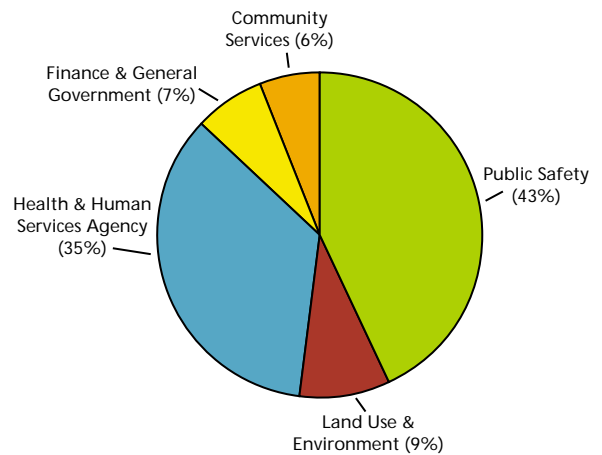
- Salaries and Benefits are increasing by 11.2% in Fiscal Year 2001–2002 due to negotiated or anticipated cost of living adjustments and an increase of 845 staff years (full time equivalents). The smaller increase in Fiscal Year 2002–2003 is due to negotiated or anticipated cost of living adjustments and an additional 12 staff years.
- Services and Supplies are increasing by 14.2%. Over half of this increase is related to the Health and Human Services Agency with increases in CalWORKs, Drug and Alcohol, and Children’s Mental Health programs. Additional cost increases include information technology enhancements, utility costs, and cost of living adjustments for various contracts.
- The Capital Projects category is increasing by 14.6%. The amount of money budgeted for new projects varies year to year.
- The Other Charges category is increasing by 5.6% in Fiscal Year 2001–2002 due to growth in the Foster Care and Child Care programs, and additional funding for Capital Debt reduction.
- Management Reserves are decreasing by \$12.2 million. The level of Management Reserves can vary from year to year depending upon the use of these funds for one-time projects.



Staffing Trends

As noted above, the staffing level for Fiscal Year 2001–2002 is 845 greater than in the Adopted Fiscal Year 2000–2001 budget. The table below presents by Agency/Group, adopted staffing for Fiscal Years 2000–2001 and 2001–2002, and the approved staffing for Fiscal Year 2002–2003. The services to be provided by the additional staff are described in the Agency/Group sections of this Operational Plan.

The pie chart to the right shows the relative share of staffing by Agency/Group for Fiscal Year 2001–2002.



Staffing—Full Time Equivalents

	Fiscal Year 2000-2001 Adopted Staff Years	Fiscal Year 2001-2002 Adopted Staff years	Fiscal Year 2002-2003 Approved Staff Years
Community Services	959	1,059	1,063
Finance and General Government	1,264	1,293	1,288
Health & Human Services	5,918	6,232	6,232
Land Use & Environment	1,396	1,548	1,558
Public Safety	7,303	7,553	7,556
Total	16,840	17,685	17,697



Projected County Reserves and Resources

The County maintains a prudent level of reserves for various purposes. Planned reserves and other available County resources as of July 1, 2001 were:

Projected County Reserves and Resources (in millions)

General Reserve	\$	53.0
General Fund Contingency Reserve—FY 02 Operations	\$	11.0
Agency/Group and General Fund Reserves	\$	14.2
Debt Service Reserves	\$	31.7
Environmental Trust Fund Reserve	\$	87.4
Workers Compensation Reserve	\$	28.0
Public Liability Reserve	\$	19.5
Total County Reserves and Resources	\$	244.8

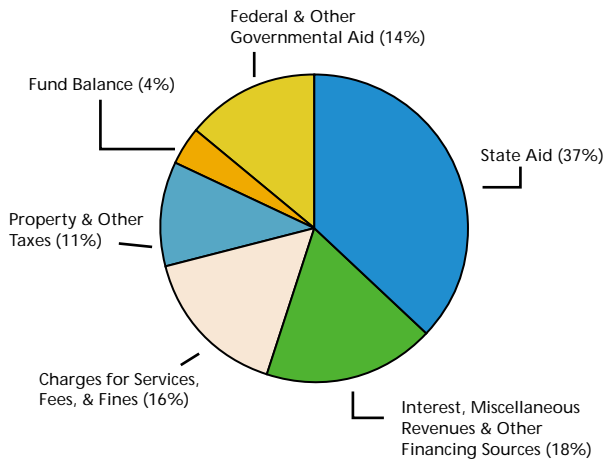


Summary of Total Revenues—All Funds

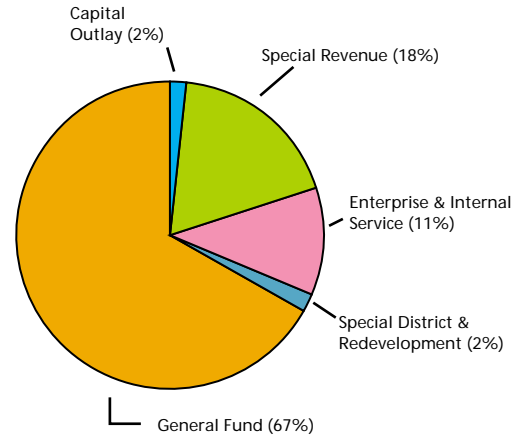
Summary of Total Revenues—All Funds

Total resources available to support County services for Fiscal Year 2001–2002 are \$3,767.5 million. This is an increase of 24.1% over the Fiscal Year 2000–2001 Adopted Budget. However, when the accounting changes due to conversion of the Health and Social Services Realignment and Prop 172 Public Safety revenues to special revenue Funds is taken into consideration, the net increase is 9.3%. The following charts summarize the major sources of revenues that fund County operations. A more detailed listing of revenue sources and general revenue allocations are discussed in the Agency/Group sections of the Operational Plan.

Total Revenues by Source



Total Revenues by Funds





Summary of General Fund Revenues

Summary of General Fund Revenues

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Revenues total \$2,515.8 million for Fiscal Year 2001–2002, a 9.1% increase over Fiscal Year 2000–2001. During the prior two Fiscal Years, County General Fund Revenues experienced a growth of 10.8%. This reflected the tremendously healthy local, State, and U.S. economies. However, since the last quarter of 2000, economic indicators have signaled that various sectors of the economy have started to slow down. For the planning period, the rate of economic growth is expected to weaken along with the business cycle, and growth in employment and income is expected to slow. In addition, the most significant factor affecting San Diego and California economic prosperity is the soaring cost and uncertain supply of energy. The slowdown in revenue growth will challenge the management of County initiatives and priorities.

General Fund Revenues by Category

General Fund Resources can be categorized as three types: Group Program Revenues (including Group Fund Balance); General Revenues; and General Revenues Fund Balance.

(in millions)	Fiscal Year 2001-2002	Fiscal Year 2002-2003
Group Program Revenues (incl. Group Fund Balance)	\$ 1,901.9	\$ 1,857.7
General Revenues	568.8	598.5
General Revenues Fund Balance	45.1	—
Total Revenues	\$ 2,515.8	\$ 2,456.1

General Fund Revenues by Source (in millions)

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Property & Other Taxes	\$ 337.6	\$ 339.7	\$ 355.0	\$ 373.2
Charges for Services/Fees	235.2	250.5	241.1	245.5
Interest, Misc Revenues	69.2	67.0	478.4	491.9
State Aid	1,165.7	1,091.2	888.6	876.8
Federal & Other Government	425.4	460.2	461.2	457.1
Fund Balance/Reserves	72.4	72.8	91.5	11.5
Total	\$ 2,305.5	\$ 2,281.6	\$ 2,515.8	\$ 2,456.1

Group Program Revenues and Group Fund Balance make up 76% of General Fund Revenues in Fiscal Year 2001–2002 and are derived from State and federal grants, charges, fees earned from specific programs, and Prop 172 Public Safety Sales Tax. Group Program Revenues, which are dedicated to and can be used only

for specific programs, are expected to increase by 9.7% over the Fiscal Year 2000–2001 Adopted Budget, similar to the growth rate in the two prior years. Intergovernmental (State and federal) Revenues of \$1,783.0 million in Fiscal Year 2001–2002 comprise 94% of Group Program Revenues, principally funding



the efforts and programs of the Health and Human Services Agency, which receives approximately 70% of this revenue category. These revenues have seen a change in composition. State and federal welfare policies have changed significantly in the last four years, from a welfare mode (AFDC) to a more proactive preventative emphasis. As a result, welfare caseload decreases have yielded lower overall payments and decreases in the corresponding revenues. However, these decreases have been offset by increases in other health and social service programs such as CalWORKs Incentive payments; In-Home Supportive Services; mental health; childcare; Early Prevention, Screening, Diagnosis, and Treatment services; Medi-Cal; and Prop 36 implementation.

Significant Program Revenues in this category include:

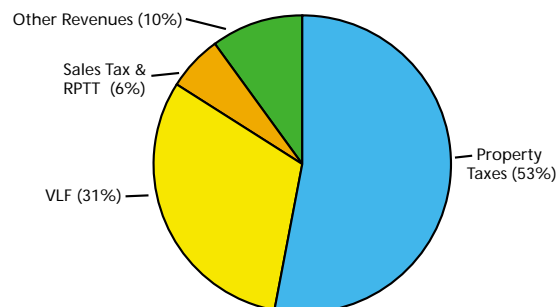
- **Tobacco Settlement Revenues**, which by Board policy are dedicated to health-based programs. The County will receive approximately \$40.3 million of these revenues in Fiscal Year 2001–2002.
- **Realignment Revenues** (\$263.5 million in Fiscal Year 2001–2002), received from the State, support health, mental health, and social services programs of the Health & Human Services Agency. Growth in this category is driven by the State economy. As a result, significant growth of approximately 9% was experienced in the prior two years, for Fiscal Year 2001–2002 6.7% growth is estimated. However, growth of Realignment Revenues depends partially on actual expenditures for each County.
- **Prop 172 Sales Tax Revenues** (\$185.3 million in Fiscal Year 2001–2002) support programs and services of the Public Safety Group. For the last two years, these revenues have had an average annual growth of over 11% due to the strong local economy. These revenues are expected to show

slower growth of 5.3% for Fiscal Year 2001–2002, reflecting the State and local economic climate of 2001–2003.

Group Fund Balance is the result of prudent fiscal policies and resource management within the operations of each Agency/Group. This source of funding is used for one-time expenditures to be made over the next two years.

General Revenues, which make up 23% of General Fund Revenues, are derived from property taxes, sales taxes, vehicle license fees (VLF), real property transfer tax, and other sources. They may be used for any purpose that is a legal expenditure of County funds; therefore, the Board has the greatest flexibility in allocating these revenues. All of these revenues are directly affected by the local and State economic health. These revenues grew at an average annual rate of 7.6% during the prior three fiscal years as a result of strong local employment and rising income levels, which were reflected in the County's property values, and real estate and retail sales levels. The growth is expected to moderate over the next two years. For this planning period, a slower growth of 5.5%–6.0% is estimated due to the lower growth in employment and income, and rising energy prices.

General Revenues by Source



Property Tax Revenues, current and prior years, at 53% of total, are the most significant source of General



Revenues. For the last three years local secured growth has been high (9.5% average annual growth) due to the County's healthy real estate markets. However, the State assessed Unitary Roll has decreased by 30%. At present, real estate activity is still strong, but given the projected slower employment and income levels, slower property tax revenue growth is expected during the next two Fiscal Years. Property tax assessments are based on the value of County real and personal property. Property tax revenues in Fiscal Year 2001-2002 are forecast to grow by \$15.6 million over the Fiscal Year 2000-2001 Adopted Budget, a growth rate of 5.5%.

Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2001-2002 is projected to be \$15.7 million, a 5.0% increase over the Fiscal Year 2000-2001 Adopted budget. As with property taxes, RPTT reflects the widespread improvement in residential, office, industrial, and retail real estate activity as well as lower interest rates.

Vehicle License Fees Revenue (VLF) comprises 31% of projected General Revenues in Fiscal Year 2001-2002. VLF is a State subvention whose growth depends on the number and value of vehicles Statewide, influenced by the number and cost of new car purchases. It is distributed to local agencies on a per capita basis. VLF growth in recent years has accordingly reflected the robust State economy; the State reported a 14.4% growth in new vehicles registered in 1999-2000, the highest growth in 14 years. For the planning period a slower growth is expected. The last two years the average annual growth was over 10%. For Fiscal Year 2001-2002, 9.9% growth is estimated. It should be noted that as a result of its budget surplus, the State has lowered the VLF paid by car owners, but has made up the revenues from general State revenues. This funding structure is expected to continue for both years.

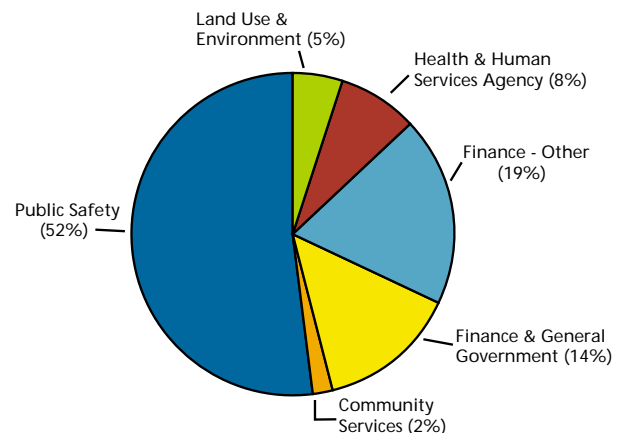
Sales Tax Revenue is derived from taxable sales of businesses located in the unincorporated County areas.

Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. For the planning period a slower, 5.0% growth rate is estimated, down from the 7.5% annual growth realized the three prior years.

General Revenues Fund Balance, 2% of General Fund Revenues, is the result of careful management of resources Countywide in past years. General Revenues Fund Balance of \$45.1 million is projected to be used for one-time expenses in County operations in Fiscal Year 2001-2002.

Allocation of General Revenues by Group

General Revenues are allocated annually based on the strategic direction of the County as set by the Board of Supervisors. The Agency/Groups then combine their respective General Revenues allocations with Program Revenues, which often require a level of County Funding as a condition of receipt. The following chart shows the percentage of General Revenues allocated to each Agency/Group for Fiscal Year 2001-2002.





Capital Projects

The Capital Projects Funds include appropriations for new projects as well as previously approved but not yet completed projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations

Capital Appropriations New (2001–2002)	Dollar Amount	Number of Projects
Capital Outlay	\$ 13,765,826	30
Edgemoor Development	195,000	1
Total—New	13,960,826	31
Capital Appropriations— Projects Underway		
Capital Outlay	114,052,742	143
Total—Underway	114,052,742	143
Grand Total	\$ 128,013,568	174

The 2001–2002 Capital Budget for new projects is offset by Revenues from the following sources:

Capital Expenditures Offset Sources

	Dollar Amount
General Revenue Allocation	\$ 2,816,000
Interest	10,000
Rent	47,686
CDBG	765,000
Prop 12	7,000,000
Parkland Dedication	200,000
Fund Balance	3,122,140
Total Revenue	\$ 13,960,826

See the Capital Program section of this Operational Plan (page 289) for detail on new projects and projects underway as well as a schedule of lease-purchase payments related to previously completed projects.



The County has no outstanding general obligation bonds. The County's outstanding principal bonded debt as of June 30, 2001 was:

Outstanding Principal Bonded Debt

	Dollar Amount
Proprietary Fund Revenue Bonds	\$ 25,000
Certificates of Participation	490,975,000
Pension Obligation Bonds	317,345,000
Redevelopment Agency Revenue Bonds	4,770,000
Total	\$ 813,115,000

Long-term Obligations

Proprietary Fund revenue bonds represent legal obligations of the Alpine sanitation district.

Certificates of Participation were first used in 1955 with the financing of the El Cajon Administrative Building. Since then the County has made use of various lease arrangements with certain financing entities, such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements the financing entity usually constructs or acquires capital assets with the proceeds of lease revenue bonds or certificates of participation and then leases the asset or assets to the County.

Pension Obligation Bonds were issued by the County in February 1994 to fund prior unfunded actuarial accrued liability of the San Diego County Employees Retirement Association (SDCERA) pension trust fund.

Redevelopment Agency revenue bonds are obligations of the Agency and are used to finance the Agency's capital improvements.

Short-term Obligations

The County's short-term financing obligations consist of two components:

- **Tax and Revenue Anticipation Notes (TRANS)** borrowing is intended to assist County operations with seasonal cash flow shortages during the year. For Fiscal Year 2001–2002, based on estimated budget resources, \$150 million has been borrowed for this purpose.
- **Short-term Teeter Obligation** notes are secured by future collections of delinquent property taxes and are used to provide various taxing agencies the amount of their property taxes without regard to such delinquencies. In Fiscal Year 2001–2002, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, \$45 million has been borrowed for this purpose.



The County of San Diego's credit ratings are:

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

Credit Rating

Both Moody's and Fitch IBCA, Duff & Phelps, two major credit rating agencies, upgraded the County of San Diego lease rating one notch to AA-. Standard & Poor's affirmed their lease rating of A1. The lease ratings reflect the County's healthy and growing economy, strong financial performance, and effective management. Ratings in these categories indicate the County's excellent financial security and are generally known as high grade entities.

On May 26, 2001, the San Diego County Investment Pool received a AAAf/S1 rating from Standard & Poors. 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+' rated securities or in U.S. agency 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.

Bonding Program

Debt Management is an important component of the County's financial management practices. As the foundation for management of the County's long-term debt, the County Board of Supervisors adopted a Long-Term Obligations Management Policy on August 11, 1998. The Policy centralizes information concerning the issuance of long-term obligations, and also includes: a review of outstanding obligations; an aggressive policy for initiating refinancing when economically feasible; guidelines for the administration and compliance with disclosures and covenants; directives for good relations with the rating agencies and the investors of County of San Diego's long-term obligations; and restriction on the types of long-term issuances and amount of risk the County of San Diego will accept.



On-Going

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

November–February

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

March–April

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

May

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

June

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

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

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board may modify the CAO's Proposed Operational Plan. The Board's deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, all Board approved changes are incorporated into the Operational Plan and are included in a Line-Item Budget format which contains the first year of the Plan for the Board's adoption. In addition to adopting the Line-Item Budget, by accepting the Operational Plan the Board approves in concept the second year of the Plan. The Board may also approve a supplemental plan resolution, reflecting final estimates of fund balance, property taxes, and the setting of appropriation limits.



California Government Code

Government Code Sections §29000 through §30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget.

Charter

Section 703.4—The Chief Administrative Officer (CAO) is responsible for all Agency/Groups and their departments and reports to the Board of Supervisors on whether specific expenditures are necessary.

Administrative Code

Sections 115–117—The CAO is responsible for budget estimates and submits recommendations to the Board of Supervisors.

Board Of Supervisors Policies

A-91 Allocations/Use Of Mid-Year Department Savings—restricts mid-year appropriations to responses to mandated or emergency issues only.

A-96 Economy & Efficiency Of Independent Contractors—Pursuant to Charter Section 703.1, the CAO shall determine whether services proposed to be contracted with an independent contractor can be provided more economically and efficiently than by County staff.

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

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

M-26 Legislative Policy—Long-Term Financing of County Government—calls on the Legislature to redress inequitable State funding formulas.

Administrative Manual

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

0030-14 Use Of One-Time Revenues—One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to on going programs.

0030-17 General Fund Reserves—This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of extraordinary events.

0030-18 Transfer Of Excess Cash Balances To General Fund—This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

0030-19 Revenue Match Limitations—Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Accounting Procedures & Practices

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. Trust and Agency funds are custodial



in nature. Additionally, they do not have operating budgets and do not involve measurement of results of operations.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity for the proprietary funds (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Financial Accounting Standards Board Statements issued after November 30, 1989 are not applied in reporting proprietary fund operations.

Governmental and Agency fund types are accounted for using the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual, (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the individual programs are used as guidance. Revenues that are accrued include property taxes, sales tax, interest, and State and federal grants and subventions.

Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures, rather than allocated; and accumulated unpaid vacation, sick leave, and other employee benefits are reported in the period due and payable rather than in the period earned by employees. Proprietary fund types, the pension trust fund and the

investment trust fund are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred. There are no unbilled utility service receivables for the proprietary fund types.

A Line-Item Budget is adopted each fiscal year for the governmental funds. Unencumbered appropriations for the governmental funds lapse at fiscal year-end. Encumbered appropriations are carried forward to the subsequent fiscal year. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted on a basis of accounting which is different from GAAP.

Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) are reported as budgeted expenditures in the year the commitment to purchase is incurred. For GAAP purposes, encumbrances outstanding at fiscal year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities, because the appropriations for these commitments will be carried forward and the commitments honored in the subsequent fiscal year.

Long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired. Under a GAAP basis, such obligations are included as an expenditure and source of funds in the year the asset is acquired.

Loans and deposits to other agencies, if any, and their subsequent repayments are budgeted as expenditures and revenues, respectively. Under a GAAP basis, these items are not recognized as expenditures and revenues.

On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.



Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. Notwithstanding, departmental intrafund expenditure transfers do not have the budgetary status of legal appropriations.

Public Safety Group

Public Safety Group

- **Public Safety Group Summary & Executive Office**

- District Attorney**

- Sheriff**

- Alternate Public Defender**

- Child Support Services**

- Citizens' Law Enforcement Review Board**

- Disaster Preparedness**

- Medical Examiner**

- Probation**

- Public Defender**

- Grand Jury**



Group Description

The Public Safety Group provides administrative oversight and coordination of eleven departments, including the elected offices of Sheriff and District Attorney. These departments provide effective and timely Criminal Justice, Disaster Preparedness, and Child Support enforcement and collection services to the citizens of the County. The Group also serves as the County's liaison with the Courts. The Departments in the Public Safety Group are continuing to seek new efficiencies through technological innovation, a focus on customer satisfaction and an emphasis on new crime prevention strategies, in support of the County's Crime Prevention Strategic Planning Initiative.

Mission Statement

To provide all County residents with an efficient and responsive criminal justice system in order to ensure the highest levels of public safety and security.

2000-01 Accomplishments

- The region's crime rate continued to decline. The violent crime rate has declined 6% since 1999, and the property crime rate declined 5% in the last year.
- Coordinated the implementation of the Drug Offender Accountability and Treatment Project, which expanded the drug court principles of individual incentives, appropriate treatment, frequent drug testing, individual accountability, and timely sanctions throughout the San Diego County Criminal Justice System.
- Coordinated the implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) a voter approved drug treatment initiative that requires certain offenders convicted of nonviolent drug possession be sentenced to treatment rather than incarcerated.
- Finalized the transition plan for the District Attorney's Child Support Enforcement Program to become an independent county Department effective October 11, 2001.
- Received Board of Supervisors approval to close Camp West Fork and direct approximately \$2.2 million in annual savings to the operation of the East Mesa Juvenile Hall upon opening in Fiscal Year 2003-2004.
- Assisted Public Safety Group Departments in acquiring services under the County's information technology contract with the Pennant Alliance, including new case management systems in the Public Defender, Alternate Public Defender, Medical Examiner, and Probation Departments.
- The Public Safety Group continues its outreach into the community by creating student worker, student intern and community service and CalWORKs programs for high school and college students. These programs expose students to careers in government, particularly within Public Safety Departments. To date there are 29 students participating in the programs.
- Completed the development of INFOTECH, an innovative information-sharing project developed in conjunction with ARJIS and the National Institute of Justice. INFOTECH allows law enforcement officers to query five separate criminal justice databases through a single inquiry.



- Facilitated the implementation of a Chaplaincy program for the staff of the Medical Examiner. This program provides chaplains skilled in counseling public safety personnel as a resource for employees who are confronting a traumatic or emotional situation.

2001-03 Objectives

Regional Leadership

- Work with Public Safety Group Departments and the State to identify available funding to implement drug testing as part of Proposition 36.
- Support the Health & Human Services Agency in its role as the County lead in the implementation of Proposition 36 and coordinate Public Safety Group efforts to successfully implement this drug treatment initiative.
- Continue to work with the State on the seamless transition of the Department of Child Support Enforcement, including the transition of the existing case management system to the Los Angeles County based ARS system.
- Negotiate a new Memorandum of Agreement with the Superior Court.
- Through the Group Diversity Coordinator, will continue to identify training and education resources for employees throughout the Group emphasizing values, ethics, and acceptance.
- Continue with Criminal Justice Master Planning efforts to position the county to take timely advantage of state bond funds for new capital facilities including a replacement detention facility for women.

Crime Prevention

- Expand the Drug Court system to allow participation of all eligible offenders, including juveniles.

- Begin construction on the East Mesa Juvenile Hall.
- Support crime specific initiatives directed at hate crimes, elder abuse, domestic violence, economic fraud, automobile fraud, and prevention of school violence.
- Support community oriented policing initiatives, which generate greater public involvement in crime prevention efforts.

Technology

- Coordinate the implementation of the ORACLE and PeopleSoft Enterprise Resource Planning Systems for Finances and Human Resources within Public Safety Group Departments. Implement and utilize the Performance Management software to capture and report information necessary to manage operations.
- Assist Public Safety Group Departments in their implementation of new case management systems, transitions to Enterprise Resource Planning systems, and new e-mail systems.

Fiscal Stability

- Continue to identify potential sources of funding for the operating costs of East Mesa Juvenile Hall.
- Balance prudent reserves with operational needs to preserve fiscal stability.
- Continue to meet financial obligations of the group outlined in the Five Year Financial Forecast.
- Continue to work with the Revenue and Recovery Division of the Auditor & Controller Department to increase collections for justice related services.

Changes from 2000-01 Adopted

- Services and supplies increased by approximately \$870,000 due to the consolidation of \$732,000 of the Group IT costs within the Executive Office and increased Major Maintenance costs of \$132,000.



-
- Revenue increased by \$312,000 associated with a contract with Correctional Alternatives, Inc. for housing non-County detainees at the Work Furlough Center.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Group	11.00	11.00	11.00
District Attorney	1,475.50	1,029.00	1,029.00
Sheriff	3,914.75	4,011.25	4,011.25
Alternate Public Defender	97.00	102.00	102.00
Child Support Services	—	495.50	495.50
Citizens' Law Enforcement Review Board	4.00	4.00	4.00
Disaster Preparedness	10.00	10.00	10.00
Medical Examiner	50.00	50.00	50.00
Probation	1,382.16	1,470.16	1,473.16
Public Defender	357.00	369.00	369.00
Grand Jury	2.00	1.00	1.00
Total	7,303.41	7,552.91	7,555.91

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Group	4,900,852	2,037,034	187,522,206	192,948,391
District Attorney	123,040,487	117,426,809	87,123,009	90,033,666
Sheriff	345,531,542	343,151,024	368,822,353	372,022,065
Alternate Public Defender	10,426,841	9,727,017	12,004,749	12,443,728
Child Support Services	—	—	48,181,735	49,686,590
Citizens' Law Enforcement Review Board	377,206	364,996	420,425	433,510
Disaster Preparedness	1,419,089	1,632,104	1,522,196	1,326,398
Medical Examiner	4,890,523	4,894,858	5,312,234	5,385,307
Probation	116,405,758	111,488,225	135,418,577	133,039,201
Public Defender	37,332,155	34,154,615	38,994,325	40,564,603
Grand Jury	432,592	383,806	437,013	453,700
Contribution for Trial Courts	69,436,187	71,756,509	68,612,429	68,790,499
Defense Attorney / Contract Administration	5,639,490	8,009,094	6,739,490	6,739,490
Total	\$ 719,832,722	\$ 705,026,096	\$ 961,110,741	\$ 973,867,148



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Executive Office	9.00	9.00	9.00
Juvenile Justice Commission	2.00	2.00	2.00
Total	11.00	11.00	11.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Executive Office	\$ 4,781,338	\$ 1,920,237	\$ 5,839,223	\$ 5,506,582
Juvenile Justice Commission	119,514	116,797	119,215	121,411
Proposition 172 Special Revenue Fund	—	—	181,563,768	187,320,398
Total	\$ 4,900,852	\$ 2,037,034	\$ 187,522,206	\$ 192,948,391

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 988,680	\$ 1,205,178	\$ 1,043,850	\$ 1,030,398
Services & Supplies	710,095	831,856	1,491,318	1,449,140
Operating Transfers	—	—	181,563,768	187,320,398
Management Reserves	3,202,077	—	3,423,270	3,148,455
Total	\$ 4,900,852	\$ 2,037,034	\$ 187,522,206	\$ 192,948,391

Budget by Categories of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	3,060,000	3,060,000	50,000	—
Revenue Use of Money & Property	1,725,000	1,724,996	2,037,000	2,037,000
Charges For Current Services	—	69	—	—
Intergovernmental Revenue	—	—	181,563,768	187,320,398
Miscellaneous Revenues	—	691,816	—	—
General Revenue Allocation	115,852	(3,439,847)	3,871,438	3,590,993
Total	\$ 4,900,852	\$ 2,037,034	\$ 187,522,206	\$ 192,948,391



Department Description

The Office of the District Attorney contributes to the quality of life in San Diego County by investigating crime, prosecuting adult and juvenile criminals, and by taking action to deter criminal activities in our neighborhoods. The District Attorney assists victims and survivors of crime, protects families through innovative programs to prevent crime, and protects the taxpayer by investigating and prosecuting public assistance fraud. The District Attorney's Office performs these duties efficiently to protect public resources.

Mission Statement

To vigorously and effectively represent the people of the State of California in criminal actions in San Diego County. To seek justice, ensure public safety, and enhance interagency cooperation as a leader in the law enforcement community.

2000-01 Accomplishments

Early Intervention, Education, and Crime Prevention
– The District Attorney has established law enforcement and community partnerships to accomplish:

- Expansion of a program to combat habitual truancy. Chronic truancy is a powerful predictor of delinquent behavior. The program operates in four school districts and is anticipated to lead to significant improvement in school attendance. A structured mediation program has also been developed and cases are now heard at the Vista courthouse to assist families traveling from that area.
- Development of the Board of Supervisors' Literacy Project. The District Attorney has brought together the United African American Ministerial Action Council, the Community College District, the San Diego Council on Literacy, the Probation Department, the Public Defender, and San Diego State University to create a literacy program for non-violent offenders.

- Creation of a community-based prosecution unit in the City of Oceanside to combat gang activity, drug sales, graffiti, prostitution, and property and violent crimes. The District Attorney has established partnerships with the local community, faith based organizations, and other law enforcement agencies to develop and implement proactive crime prevention and intervention strategies.
- Implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36). The initiative was approved by voters in November 2000 and requires that certain offenders convicted of nonviolent drug possession offenses be sentenced to probation and drug treatment instead of incarceration. It portends a major change in the criminal justice system.
- Public outreach. The "California Law Enforcement Executive Summit on DNA Evidence" and the "Stalking the Stalker" training conferences are outreach efforts that educate and forums for strategizing important steps in law enforcement. The District Attorney has also supported the San Diego domestic violence hotline to help victims of abuse, the Doris Tate Crime Victims Foundation, the "Crimes in Nursing Homes" training conference, and the "Substance Abuse Summit VI" to promote alcohol-safe and tobacco- and drug-free communities throughout the County.

Enforcement and Public Safety – The District Attor-



ney has improved public safety in the San Diego community by:

- Working in partnership with law enforcement agencies to achieve the seventh consecutive year of crime reduction in San Diego County.
- Launching a “DNA Project” to review prior convictions. The District Attorney believes that determining innocence is a critical component in the pursuit of justice. Inspired by the District Attorney’s efforts in San Diego, ten local jurisdictions across the nation are undertaking similar reviews of prior convictions.
- Creating active partnerships with the federal and state governments to address border-related drug cases as recognized by the District Attorney’s receipt of the William French Smith Award for Outstanding Contributions to Cooperative Law Enforcement.
- Developing the Rape Project to use DNA technology to investigate “cold” sexual assault cases. The project involves all San Diego police agencies.
- Securing \$2.25 million in federal funds under the Southwest Border Local Assistance Initiative to reimburse the County for court and indigent defense costs resulting from border-related drug cases.
- Establishing a Computer and Technology Crime High Tech Response Team (CATCH) to combat the growing threat of computer and other technology-related crimes. San Diego’s team is one of only five operating in California.
- Expanding the attack against gang activity by filing gang injunctions Countywide. Injunctions have been filed in two target areas in Oceanside, in San Marcos, and in the City of San Diego. Two additional injunctions for Escondido neighborhoods are underway. Gangs no longer occupy these areas

and crime has been reduced measurably.

Neighborhood parks have been reclaimed from criminals and returned to children.

- Organizing a dedicated unit to pursue restitution for crime victims. The unit includes a prosecutor and a Probation Officer.
- Continuing to move against organized auto theft with state and local agencies under the Organized Crime Prevention and Victim Protection Act. This program targets organized auto theft and auto insurance fraud.
- The day-to-day pursuit of justice through the prosecution of crime, including the shootings at Santana and Granite Hills high schools.

Fiscal Responsibility – The District Attorney has carried out a multiyear plan to implement cost saving strategies consistent with fiscal responsibility and public safety enhancement. These efforts were successful and in Fiscal Year 2000-2001 the District Attorney was able to return \$8 million in accumulated one-time operational savings and revenues to the County for investment in public safety needs.

Public Assistance Fraud accomplishments:

- Completed over 74,000 investigative house calls since the inception of “Project 100%,” resulting in taxpayer savings of over \$15 million. Under this program, which is in its fourth year, every application for public assistance is subject to a home call by the Public Assistance Fraud Division.
- Earned a California Work Opportunity and Responsibility to Kids (CalWORKs) fraud incentive payment of \$861,447 for Fiscal Year 1999-2000.
- Filed five felony cases based on undercover investigations of Electronic Benefits Transfer (EBT) vendors suspected of trafficking in food stamp benefits.



- Initiated a “fast track” policy for processing CalWORKs fraud cases to expedite the investigation and prosecution of such cases.
- Expanded analysis of cases involving unreported income. In Fiscal Year 2000-2001, over 250 investigations were conducted on cases involving unreported income resulting in a recipient admission of fraud in 98% of the cases.

Child Support Enforcement – The State Legislature has determined that the Child Support Enforcement program shall be established as a Department-level organization in County government. In this Operational Plan, Child Support Enforcement staff, expenditures and activities no longer appear as part of the Office of the District Attorney, but rather are presented as the Department of Child Support Services. Since the District Attorney took office in 1995, annual child support collections have increased from \$40 million to \$144 million. Children and families have been the direct beneficiaries of this success, and we expect the new Department of Child Support Services to continue to deliver excellence for children.

2001-03 Objectives

Crime Prevention – The District Attorney will work with agencies and community groups to:

- Continue to improve the quality of life for County residents by expanding the District Attorney’s Community Prosecution Program. The District Attorney will work in partnership with communities to develop proactive, community-based crime prevention strategies, including addressing code enforcement violations.
- Strengthen the Elder Abuse team to bolster the District Attorney’s efforts to investigate and prosecute crimes committed against elderly citizens, including financial abuse.

- Dedicate additional prosecution resources to support activities associated with the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36), which mandates probation and drug treatment instead of incarceration for certain non-violent offenders.
- Enhance the District Attorney’s Computer and Technology Crime High Tech Response Team (CATCH) to provide a secure environment for the public and private business.
- Increase investigation of criminal activity relating to Indian gaming.
- Establish a Child Care Program Integrity Unit within the Public Assistance Fraud Division to address the incidence of fraud involving childcare benefits. This initiative will be accomplished using existing District Attorney resources.
- Enhance working relations with the Health and Human Services Agency and improve efficiency by assigning full field and early fraud cases to investigators based on geographic regions.
- Expand the investigation and prosecution of fraud involving the Section 8 housing assistance program.

Human Resources Modernization – The District Attorney’s Office will attract and retain the best and brightest employees through the development and implementation of innovative recruitment strategies and professional development programs. Specifically, the District Attorney will pursue the following objectives in support of the Human Resources Modernization Initiative:

- Expand participation in the District Attorney’s Legal Studies degree program, which is offered in partnership with Palomar College, to include all public safety departments.
- Implement training academies for all District Attorney managers and supervisors to develop and enhance effective leadership skills.



- Increase the District Attorney's involvement with the County's Customer Service Program.
- Establish professional and personal development programs for District Attorney staff, including an employee wellness program and Spanish language courses.
- Work with the Department of Human Resources to design career tracks that provide the utmost opportunity for career growth for District Attorney employees.

Technology

- Continue to provide a stable computing environment with equipment and systems that keep pace with advancing technology standards.
- Finalize the development of adult and juvenile case management systems that provide information to users throughout the local criminal justice community.
- Accelerate citizen access to public safety information by establishing a District Attorney Internet site.
- Continue to improve computer applications by upgrading e-mail and office software.
- Improve the performance of the District Attorney's Wide Area Network (WAN) by utilizing the soon-to-be-completed County fiber optic data network.
- Expand the use of video-cam tutorials for scheduled and on-demand computer training.

Fiscal Stability

- Continue to proactively manage balances of trust funds with deposits that support the Insurance Fraud, Regional Auto Theft, and Real Estate Fraud programs and which receive fraud settlements.
- Update work processes to maximize the benefits of the ORACLE Financial and PeopleSoft Human Resources Enterprise Resource Planning Systems.

Changes from 2000-01 Adopted

Expenditure

- The Fiscal Year 2001-2002 Adopted Budget includes a one-year increase of \$1.4 million to support the Department's information technology needs, including the deployment of adult and juvenile case management systems. This is supported by Proposition 172 growth funds for law enforcement enhancement and is consistent with the Technology Strategic Initiative.
- In Fiscal Year 2002-2003, the Approved Budget includes \$1.2 million to support the resumption of payments by the County into the retirement system.
- A total of \$1.2 million is included for Fiscal Year 2001-2002 to support negotiated salary increases for current staff.
- The Fiscal Year 2001-2002 Adopted Budget includes \$542,359 for ongoing major maintenance.
- The Fiscal Year 2001-2002 Adopted Budget includes \$894,233 for facility occupancy costs, an \$194,025 increase over the Fiscal Year 2000-2001 Adopted Budget. Budgeted costs for utilities are also increased. These increases are due to revised estimates by the Department of General Services and reflect costs associated with the District Attorney's occupancy of office space in the Hall of Justice after the relocation of the Department of Child Support Services.

Revenue

- Proposition 172 revenue increases (\$7.8 million) offset the costs of operations and initiatives. Proposition 172 revenue was transferred from Intergovernmental Revenue to Other Financing Sources in order to comply with Governmental Standards and Accounting Board (GASB) Policy Number 34. Other changes in Charges for Current



Services and Intergovernmental Revenue are the result of the creation of the separate Department of Child Support Services.

Staffing

- The Adopted Operational Plan includes 16 additional positions to enable the District Attorney to move forward on these initiatives: Community Prosecution (two positions), Elder Abuse (one position), investigate crimes involving technology and Indian gaming (three positions), to support prosecutors and investigators working on Domestic Violence, Hate Crimes, Stalking (four positions), Information Technology (four positions) and to implement the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) (two positions). The cost of these staffing increases totals \$1.2 million in Fiscal Year 20001-2002 and Fiscal Year 2002-2003. The increases are funded by Proposition 172 growth funds for law enforcement enhancement and support the County's Crime Prevention Strategic Initiative.

- A total of 491 positions are being transferred to the new Department of Child Support Services in accordance with the State mandated separation of Child Support Enforcement from the Office of the District Attorney. Five previously existing positions that had been shared by Child Support Enforcement and the District Attorney are now included in the District Attorney's Administrative program budget.
- The Fiscal Year 2001-2002 Adopted Budget includes 22 positions that were added as a result of mid-year actions approved by the Board of Supervisors in Fiscal Year 2000-2001 to support the following public safety programs: Computer and Technology Crime High Tech Response Team (CATCH) (seven positions), Urban Auto Fraud (eight positions), Victim Restitution Enforcement (four positions), Community Prosecution (two positions), and Juvenile Drug Court (one position). The cost of these positions totals \$1.7 million in Fiscal Years 2001-2002 and 2002-2003.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Total Felony Prosecutions	17,000	16,413	17,000	17,000
Domestic Violence, Elder Abuse, Gangs and Fraud Prosecutions	2,800	2,509	2,800	2,800
Public Assistance Fraud Investigations	47,500	38,376	42,000	42,000
Child Support Collections	\$140,000,000	\$144,108,593	N/A	N/A
Percent of Child Support Caseload with Court Orders	75%	84%	N/A	N/A

Program integrity and fraud prevention efforts, such as “Project 100%,” along with the overall decrease in the public assistance caseload in San Diego County have resulted in a decrease in Public Assistance Fraud Investigations.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
General Criminal Prosecution	437.50	465.50	465.50
Specialized Criminal Prosecution	329.00	344.00	344.00
Child Support Enforcement	496.50	—	—
Juvenile Court	65.50	66.50	66.50
Public Assistance Fraud	121.00	122.00	122.00
District Attorney Administration	26.00	31.00	31.00
Total	1,475.50	1,029.00	1,029.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
General Criminal Prosecution	\$ 42,963,973	\$ 40,638,603	\$ 47,016,101	\$ 48,614,146
Specialized Criminal Prosecution	27,899,675	29,317,645	31,520,243	32,477,528
Child Support Enforcement	44,537,284	40,639,321	—	—
Juvenile Court	5,594,420	5,036,872	5,935,538	6,177,851
Public Assistance Fraud	(429,377)	(706,159)	(413,694)	(294,090)
District Attorney Administration	2,459,512	2,433,024	3,011,255	3,058,231
District Attorney Asset Forfeiture Program	15,000	67,500	53,566	—
Total	\$ 123,040,487	\$ 117,426,809	\$ 87,123,009	\$ 90,033,666

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 105,436,413	\$ 96,151,040	\$ 79,269,889	\$ 82,972,593
Services & Supplies	23,045,224	25,343,048	14,508,759	13,404,571
Other Charges	1,845,350	1,531,809	1,910,165	1,824,360
Fixed Assets - Equipment	1,629,027	2,507,462	819,936	366,916
Expend. Transfers & Reimbursements	(8,942,961)	(8,106,550)	(9,413,174)	(9,762,864)
Management Reserves	27,434	—	27,434	1,228,090
Total	\$ 123,040,487	\$ 117,426,809	\$ 87,123,009	\$ 90,033,666



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,798,904	1,431,393	1,439,199	1,238,734
Fines Forfeitures & Penalties	—	284,709	—	—
Revenue Use of Money & Property	—	135,301	—	—
Charges For Current Services	2,828,680	4,926,975	1,555,404	1,555,497
Intergovernmental Revenue	87,783,760	85,835,994	14,739,726	15,863,092
Miscellaneous Revenues	—	58,578	—	—
Other Financing Sources	—	—	37,237,894	37,468,129
General Revenue Allocation	30,629,143	24,753,859	32,150,786	33,908,214
Total	\$ 123,040,487	\$ 117,426,809	\$ 87,123,009	\$ 90,033,666



Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering approximately 4,200 square miles. The department's 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and technical emergency response. Law enforcement services are provided to an estimated 815,000 County residents, including those in nine contract cities. The Sheriff's community oriented policing philosophy involves law enforcement and communities working together to solve crime-related problems. The Sheriff's detention facilities book over 100,000 inmates annually. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for approximately 5,000 inmates per day. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

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

2000-01 Accomplishments

- Contributed to a 4.1% reduction in the total crime rate in San Diego County.
- Reduced non-reimbursed overtime by approximately 10,600 hours utilizing existing budgeted staff and resources, despite adding almost 500 staff years with the addition of the Marshal's Office and the Regional Communications Unit. This reduction would have been 23,000 hours had it not been for the 12,400 hours of overtime worked during the BIO Tech 2001 Conference.
- Created legislation to grant peace officer status to Sheriff's Corrections Deputies, providing for enhanced career opportunities, and improving the efficiency and effectiveness of detentions operations.
- Responded to several significant emergency situations in 2000-2001, including the Viejas fire, and the shootings at Santana and Granite Hills high schools.

- In conjunction with the San Diego Police Department, successfully co-hosted the 107th International Association of Chiefs of Police Conference. Nearly 17,000 delegates, including Chiefs of Police and Sheriffs from 100 countries, attended the conference.
- Completed a comprehensive Detentions Needs Assessment Master Plan, in conjunction with the Department of General Services. The Master Plan projects inmate housing and physical plant requirements for San Diego County detention facilities through 2020.

Significant progress in infrastructure growth and improvement was achieved, including:

- Completed construction of a new 18,000 square foot patrol station in San Marcos, in conjunction with the City of San Marcos.
- Began construction of a new 10,000 square foot substation in Fallbrook, which is scheduled for completion in July 2001.
- Completed Phases I and II of a three-phase remodel project of 75,000 square feet of office space at the John F. Duffy Administrative Center. This project is scheduled for completion in August 2001.



- Initiated construction of new office and hangar space at the Sheriff's ASTREA facility, which will add 5,000 square feet of office space, and approximately 15,000 square feet of hangar space. Construction is scheduled to be completed in December 2001.
- Completed design and bidding for construction of a 6,000 square foot substation in Valley Center. Construction is scheduled to be completed in the summer of 2002.
- Completed design and bidding for construction of a 4,000 square foot substation in Julian. Construction is scheduled to be completed in the summer of 2002.
- Conducting ongoing negotiations to acquire land for a new substation in Pine Valley.
- Received authorization for more than \$2.3 million in grant funding in calendar year 2000, including \$1.1 million from the California Law Enforcement Technology Equipment Program (CLETEP) grant, to acquire equipment for the Sheriff's Wireless High-speed Local Area Network Connectivity Project. Other grant-funded activities included:
- In conjunction with the Probation Department, established case-management and treatment programs for mentally ill offenders with \$271,491 in funding from the Mentally Ill Offenders Crime Reduction grant. This program received an outstanding audit report from the California State Board of Corrections.
- Utilized \$97,550 of COPS Universal Grant funding to partially offset the cost of hiring two School Resource Officers at Mt. Miguel and El Capitan high schools. These positions provide security and law enforcement education to the students and staff of these two high schools.
- Began the School-Policing Community Partnership Program to expand the existing school community policing policy program addressing school crime and safety issues at the Spring Valley and La Presa middle schools.
- Developed and implemented a gang prevention program in South Bay middle schools funded by the Gang Resistance Education and Training (GREAT) Program.
- Acquired equipment and supplies for the Crime Lab's DNA program based on \$19,950 in funding from the California DNA Consortium Project Grant.
- Funded ten (10) professional support positions to allow for the redeployment of ten deputies to community policing activities utilizing the COPS More 2000 Grant.
- Implemented the Decoy Shoulder Tap Grant program to enhance enforcement of underage drinking laws in the Lemon Grove area.
- Utilized grant funding to cover one half of the cost to acquire 481 bulletproof vests for Law Enforcement and Court Services personnel.
- Entered into a Joint Powers Agreement with the San Diego Community College District and the City of San Diego to develop a San Diego Regional Public Safety Training Institute. The institute will provide training services to all San Diego area public safety entities, and will extend its services to public safety entities located outside of San Diego County, including state, federal, and military organizations.
- Made significant progress towards obtaining accreditation of the Sheriff's Crime Lab, from the American Society of Crime Lab Directors (ASCLD), which is a necessary step to establish a regional crime lab.



- Acquired and distributed 474 less-lethal weapons including pepper ball projectile launchers and beanbag shotguns. Completed the training of 75% of all sworn personnel in the use of these weapons.
- Implemented a Sheriff's Department Employee Recognition program, designed to recognize the contributions of professional staff employees.
- Developed and implemented a new Employee Performance Appraisal system, which is currently in pilot test mode.
- Completed the final phase of the Rapid Vertical Integration (RVI) training of the department's approximately 4,000 employees in order to implement the Sheriff's Customer Service Quality Improvement Process. The RVI process exposes all personnel to the department's Mission, Vision, Values, and Goals.
- Made substantial progress towards implementation of the Jail Information Management System (JIMS), which is scheduled to go on-line in the second quarter of FY 01-02.
- Reduced the backlog of approximately 117,000 warrants by 18.8% or 22,000 by expanding the service of misdemeanor and felony warrants, utilizing existing budgeted staff and resources.
- Meet the Title 15 requirements for prisoner care by adding one transportation van for clinic runs.
- Address structural underfunding issues in the area of detentions support staffing for Facilities Services, Food Services, and Inmate Processing.
- Provide a safe and humane environment for inmates and staff by maintaining a reduced level of assaults. Utilize the full capacity of all San Diego County Detention Facilities while remaining within the court-ordered capacity of 5,405.
- Establish an ambulance service for the East Mesa Detention Complex.
- Meet targeted response times in the unincorporated area by implementing the next phase of the Board approved Unincorporated Staffing Analysis Plan.
- Enhance the effectiveness of the ASTREA program and maintain FAA safety standards through the provision of a \$400,000 contribution to the ASTREA helicopter replacement fund and the addition of staff to provide aerial support to the North County.
- Ensure the safety of the public and personnel at all County Courthouses with additional Weapons Screening Stations and increased courtroom security.

2001-03 Objectives

Crime Prevention

- Increase the safety of inmates and staff by continuing to implement the staffing plan developed by the California State Board of Corrections for Sheriff's Detention Facilities.

Fiscal Stability

- Achieve optimal fiscal management of facilities, maintenance, and capital projects by establishing a proactive plan for oversight of service delivery and efficient use of available funding.
- Mitigate risk by initiating an Inspections and Control Unit in the Human Resource Services Bureau.



Human Resources Modernization

- Decrease hiring time for employees and ensure the selection of qualified candidates through timely background investigations. Conduct proactive career development for retention of quality staff.

Technology

- Establish an information technologies equipment replacement fund for the replacement of terminals, personal computers, and network equipment to enable the department to remain efficient and to accommodate the interface between the Sheriff's Department and the County's Enterprise Resource Planning program.

Changes from 2000-01 Adopted

- Salaries and Benefits increased by \$19.7 million, of this \$14.5 million was due to negotiated salary increases. Midyear board actions and Department initiatives added \$5.2 million and 82 positions.
- Services and Supplies increased by \$4.8 million. This included a reduction of one-time appropriations in the amount of \$15.3 million netted against the rebudgets of \$12.3 million (see next bullet for details). Cost of living adjustments, midyear board actions and Department initiatives added \$7.8 million.
- Rebudgeted \$12.3 million, including \$5.2 million for major maintenance, \$4.5 million for the Jail Information Management System (JIMS) and \$1.7 million for the Sheriff's Integrated Records Information System (SIRIS).
- Fixed assets increased by 18% or \$441,714 to allow for needed fixed asset replacements.
- Management Reserves were decreased by \$2.0 million to offset negotiated salary increases.
- Total revenue reflected a \$23.3 million increase.

- Fund balance increased by \$6.9 million. This was the net result of an \$8.4 million decrease related to a reduction in one-time services and supplies, the addition of \$2.3 million from Public Safety Group for major maintenance and other one time costs, and the addition of \$12.3 million for rebudgets. Fund balances for Inmate Welfare and Jail Stores increased by \$0.7 million.
- Overrealized Proposition 172 revenue decreased by \$7.5 million in conjunction with reductions in services and supplies.
- Proposition 172 growth revenue (\$12.9 million), Contract Cities revenue (\$3.0 million) and Trial Court Funding (\$2.8 million) increases offset salaries and initiatives.
- SCAAP revenue decreased by \$2.7 million due to reduced availability of funding.
- Per instructions from the Auditor and Controller, Proposition 172 revenue was transferred from Intergovernmental Revenue to Other Financing Sources in order to comply with Government Accounting Standards Board (GASB) policy number 34.
- Ninety seven revenue-offset positions were added to support the 2001-2003 Objectives. Six positions were added through Mid-Year Board action for Contract Cities, 6 positions for COPS More 2000, 2 positions for the Cold Hits Program and 1 position for the North County Transit Detail. The budget includes: 11 positions for Facilities Services, Food Services and Inmate Processing; 9.5 positions for the next phase of the Unincorporated Staffing Analysis Plan; 11 positions for the next phase of the State Board of Corrections staffing recommendations and to address other detention security issues; 2 positions for technical support for the Regional Communications Systems; 2 positions



for ASTREA – north county operations; 26 positions for increased court security; 20.5 positions for facilities, personnel, risk management, IT operations and clerical support. One position was deleted per a reconciliation with the Compensation

Ordinance. All of the new positions are revenue offset. The primary sources of revenue include; Proposition 172, Trial Court Funding and Contract Cities revenues.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	10.1	8.9	9.0	9.0
— Unincorporated Response Times (Min.)	13.2	12.4	12.6	12.6
— Rural Response Times (Min.)	24.0	20.9	21.0	21.0
Total Calls for Service	270,000	336,309	345,000	365,000
Number of Persons Screened for Weapons and other Contraband (in millions)	4.8	4.4	5.0	5.5
Number of Subpoenas, Writs and Civil Process Received for Service	139,000	121,745	112,000	112,000
Daily Average – Number of Inmates	5,405	4,649	5,152	5,323
Number of Jail Bookings	117,000	105,540	117,000	121,300

The increase in calls for service is due in part to an increase in population as more county areas are being developed. Additionally, more Community Oriented Policing (COPS) deputies are working in the community. This interaction has increased public awareness and involvement in the anti crime effort resulting in more calls for service. Although calls for service have been increasing, response times have been decreasing.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Detention Services	1,806.50	1,821.00	1,820.50
Law Enforcement Services	1,334.00	1,362.00	1,362.00
Court Services	447.00	470.00	470.00
Human Resource Services	143.75	152.75	152.75
Management Services	165.50	187.50	188.00
Sheriff's ISF/IT	—	2.00	2.00
Office of the Sheriff	18.00	16.00	16.00
Total	3,914.75	4,011.25	4,011.25

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Detention Services	\$ 127,822,422	\$ 127,658,997	\$ 131,123,146	\$ 134,820,272
Law Enforcement Services	104,726,198	115,040,186	113,507,498	119,093,558
Court Services	27,822,539	27,023,247	32,154,309	34,066,539
Human Resource Services	11,487,725	10,912,148	12,197,971	12,425,392
Management Services	22,552,426	14,040,439	21,653,271	18,447,708
Sheriff's ISF/IT	37,984,934	38,096,992	44,439,466	39,352,078
Office of the Sheriff	1,822,692	2,128,890	1,983,469	2,053,295
Sheriff Asset Forfeiture Program	852,228	675,498	755,000	755,000
Sheriff Jail Stores ISF	2,405,800	2,138,802	2,246,300	2,246,300
Sheriff's Inmate Welfare Fund	6,456,300	4,073,621	6,888,900	6,888,900
Countywide 800 MHZ CSAs	1,598,278	1,362,198	1,873,023	1,873,023
Total	\$ 345,531,542	\$ 343,151,024	\$ 368,822,353	\$ 372,022,065

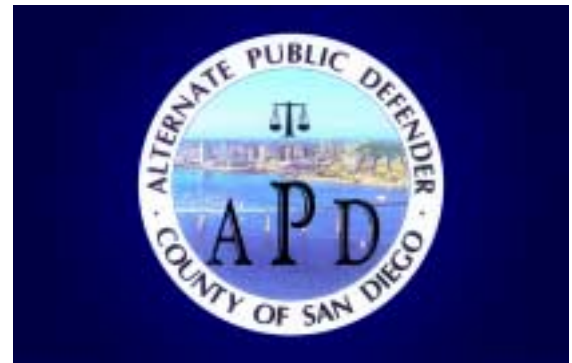


Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 249,183,589	\$ 246,916,040	\$ 268,889,007	\$ 288,176,736
Services & Supplies	85,198,518	81,530,797	90,036,328	78,506,055
Other Charges	9,624,156	13,812,837	9,616,308	9,216,308
Fixed Assets - Equipment	2,376,798	4,650,645	2,818,512	1,500,187
Expend. Transfers & Reimbursements	(7,830,495)	(7,113,026)	(7,766,328)	(8,032,171)
Operating Transfers	2,465,828	3,353,729	2,749,607	2,654,950
Management Reserves	4,513,148	—	2,478,919	—
Total	\$ 345,531,542	\$ 343,151,024	\$ 368,822,353	\$ 372,022,065

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	10,314,636	7,819,518	17,238,821	5,604,141
Licenses Permits & Franchises	181,000	194,435	181,000	181,000
Fines Forfeitures & Penalties	1,053,108	994,993	955,880	955,880
Revenue Use of Money & Property	4,868,885	5,641,936	5,397,595	5,397,595
Charges For Current Services	61,914,108	64,023,724	62,580,345	64,491,268
Intergovernmental Revenue	148,621,811	152,136,683	26,749,002	26,855,390
Miscellaneous Revenues	3,356,754	4,755,961	3,227,940	3,121,146
Other Financing Sources	2,465,828	2,104,480	133,998,542	139,467,183
General Revenue Allocation	112,755,412	105,479,294	118,493,228	125,948,462
Total	\$ 345,531,542	\$ 343,151,024	\$ 368,822,353	\$ 372,022,065



Department Description

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

Mission Statement

To serve the citizens of the County of San Diego by providing competent and effective legal representation, pursuant to state and federal laws, to indigent persons for whom there exists the possibility of custody or loss of other substantial rights, including life and family.

2000-01 Accomplishments

- Provided legal representation in an ethical and professional manner for 4,492 new cases assigned in criminal and juvenile delinquency court locations without turning down representation of any clients, by “going unavailable” for new appointments.
- Provided legal representation in an ethical and professional manner for 7,545 new and ongoing dependency cases.
- Through Department efforts, in recruitment and program expansion, increased the number of volunteer hours from 12,800 in FY 99-00 to 21,656 in FY 00-01.
- Provided an integral component in partnership efforts with the Juvenile Courts, County Counsel, and Public Defender toward the ongoing implementation of the Juvenile Dependency Recovery Program pioneered in San Diego County.
- Provided 1,675 hours of significant and ongoing training to staff in several major areas including legal skills, investigative techniques, diversity leveraging, customer service, leadership, and management.
- Developed and implemented a new web based case management program for all Dependency Cases (JCATS), and conducted analysis and selected a new web based case management program for Adult Criminal cases, which will be implemented in FY 01-02.
- Worked in collaboration with the California Defense Investigators Association (CDIA) to facilitate the third phase of four-year program for Defense Investigators. This program provides college credit and certification for ongoing professional education and training for defense investigators.
- Developed a Departmental diversity program, through the efforts of a permanent volunteer committee, for implementation throughout entire Department.
- Provided eleven volunteer professional staff to serve as instructors for Bar Associations and University programs designed to provide continuing legal education for both new and experienced attorneys statewide and nationally.



- Worked in collaboration with partner agencies in the criminal justice system to implement the most efficient and appropriate procedures for the processing of cases determined to fall under Proposition 21 enacted January 1, 2000.
- Worked in collaboration with partner agencies in the criminal justice system to assist in the preparation and implementation of Proposition 36 - the Substance Abuse and Crime Prevention Act of 2000, effective July 2001.

2001-03 Objectives

Crime Prevention

- Continue to provide efficient and effective legal representation to the citizens of San Diego County on all cases in which the Alternate Public Defender is appointed.
- Continue efforts to enhance all intra-departmental relationships of the San Diego County criminal justice system, including the Courts, Public Defender, District Attorney, Probation, Sheriff, and the Private Bar.

Human Resources Modernization

- Provide training to all department staff on teamwork and customer service to improve employee morale and foster trust and open communication. Broaden diversity initiatives to truly achieve an environment of open doors and open minds.
- Continue to promote and provide quality continuing education and training efforts in professional areas appropriate to staff as well as in other areas such as customer service, diversity, and team building

- Continue to develop and improve the Department's communication with staff and the public through staff meetings, quarterly newsletters, website, and community forums. Continue to monitor and improve Customer Service using surveys, Mystery Shoppers, and other means.
- Continue to move the Alternate Public Defender towards a holistic representation mode that includes the participation and involvement of social workers, family advocates, foster care services, alternative sentencing professionals, and the broader community in client outcomes. Represent clients as members of the community.
- Continue to recognize outstanding staff performance through employee recognition quarterly and annual awards.

Technology

- Implement a new case management system for the Adult Criminal Division to improve efficiency and statistical tracking. Continue to make technological improvements to office operations and client service.

Regional Leadership

- Coordinate our dependency representation with County foster care services, the proposed San Pasqual Academy Program, and other similar services.
- Continue to develop and improve the Department's capital and serious case special litigation unit, to facilitate the very best legal representation.
- Continue community and inter-agency outreach efforts by facilitating discussions, meetings, and presentations throughout the County addressing criminal justice issues impacting our community.



Changes from 2000-01 Adopted

- A total expenditure increase of \$1,577,908 to accommodate Salary & Benefit costs, information technology and internal service fund increases. The majority of these costs (\$1,010,329) are offset by Trial Court revenues.
- Proposed addition of five staff years in Fiscal Year 2001-2002. All additional staff years are due to current and anticipated high volume of caseloads in the Dependency Unit.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Provide Legal Representation for Criminal Cases	2,434	2,424	2,187	2,187
Provide Legal Representation for Dependency Cases	6,041	7,545	7,148	7,148
Provide Legal Representation for Delinquency Cases	1,550	2,068	1,621	1,621
Provide Legal Representation for Capital Litigation Cases	2	1	2	2
Volunteer Hours	12,800	21,656	13,000	13,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Administration	7.00	7.00	7.00
Juvenile Dependency	37.00	43.00	43.00
Juvenile Delinquency	8.00	8.00	8.00
Criminal Defense	45.00	44.00	44.00
Total	97.00	102.00	102.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Administration	\$ 848,545	\$ 743,957	\$ 887,651	\$ 908,374
Juvenile Dependency	3,610,921	3,405,116	4,621,250	4,833,563
Juvenile Delinquency	902,818	820,976	948,018	985,335
Criminal Defense	5,064,557	4,756,966	5,547,830	5,716,456
Total	\$ 10,426,841	\$ 9,727,017	\$ 12,004,749	\$ 12,443,728

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 7,917,084	\$ 7,421,342	\$ 8,823,695	\$ 9,234,099
Services & Supplies	2,316,254	2,305,674	2,985,949	3,014,524
Fixed Assets - Equipment	40,038	—	41,640	41,640
Management Reserves	153,465	—	153,465	153,465
Total	\$ 10,426,841	\$ 9,727,017	\$ 12,004,749	\$ 12,443,728

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	2,884	2,884	—	—
Fines Forfeitures & Penalties	49,852	16,617	49,853	49,851
Intergovernmental Revenue	3,610,921	3,662,299	4,878,523	4,956,459
Miscellaneous Revenues	40,000	154,689	80,000	80,000
General Revenue Allocation	6,723,184	5,890,528	6,996,373	7,357,418
Total	\$ 10,426,841	\$ 9,727,017	\$ 12,004,749	\$ 12,443,728



Department Description

The new San Diego County Department of Child Support Services will transition from the District Attorney's Office to an independent department within county government on October 11, 2001 pursuant to State legislation SB 542 (Chapter 480, Statutes of 1999) enacted in 1999. The Department has an annual proposed operating budget of \$48.1 million, and processes approximately 130,000 child support cases annually. The Department is a highly regulated and complex organization governed by a myriad of federal and state laws and regulations. The California Department of Child Support Services in Sacramento provides state oversight of this program based on directives from the federal Office of Child Support Enforcement in Washington, D.C. In Fiscal Year 2000-2001, the Department collected \$144 million in child support for the children it serves; up from \$42 million in 1995.

Mission Statement

To provide child support assistance to children in need efficiently, effectively, and professionally. We will provide this assistance regardless of the custodial status or financial position of the parents of these children. By establishing and enforcing child support orders, we hope to foster a sense of parental responsibility which will enhance the lives of San Diego County children.

2000-01 Accomplishments

During Fiscal Year 2000-2001 the Department of Child Support Services operating as the Bureau of Child Support Enforcement in the District Attorney's Office achieved the following:

- Issued 180,903 wage assignments pursuant to court orders.
- Processed 684,581 child support payments for distribution according to federal requirements.
- Held 40,323 court hearings to set child support, medical support, arrears, and modifications to current orders.
- Assisted approximately 69,649 clients in person at its facilities located in the Courthouse and the Hall of Justice.

- Collected and distributed approximately \$144 million in child support.

2001-03 Objectives

Self Sufficiency

- Generate the amount of child support collections at \$142 million and \$145 million in Fiscal Years 2001-2002 and 2002-2003 respectively.
- Maintain the percentage of cases with orders for financial and medical support at 80% or better.
- Maintain the establishment of paternities at 70% or better.

Fiscal Stability

- Transition to an independent County Department operating under the principles of the General Management System.

Changes from 2000-01 Adopted

- Transitioned to independent County Department effective October 11, 2001, with expenditures of \$48,181,735, which is fully revenue offset and 496 permanent positions.
- 492 positions were transferred from the District Attorney in accordance with the State mandated separation of Child Support Enforcement from the



Office of the District Attorney. Four additional positions are requested to provide the support previously provided by positions that had been

shared by Child Support Enforcement and the District Attorney and are now included in the District Attorney's Administrative program budget.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Collections	\$135,000,000	\$144,108,593	\$142,000,000	\$145,000,000
Percent of Caseload with Court Orders	85%	84%	80%	80%
Percent of Current Support Collected	N/A	27%	33%	38%
Percent of Cases Paying on Arrears	N/A	37%	35%	40%
Percent of Cases with Paternity Established	N/A	80%	70%	72%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Relations	—	22.50	22.50
Production Operations	—	420.00	420.00
Staff Development Division	—	10.00	10.00
Research & Publication Division	—	3.00	3.00
Quality Assurance	—	4.00	4.00
Administrative Services (Child Support)	—	20.00	20.00
Recurring Maintenance & Operations	—	14.00	14.00
Special Projects	—	1.00	1.00
Help Desk Support	—	1.00	1.00
Total	0.00	495.50	495.50

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Relations	\$ —	\$ —	\$ 1,213,003	\$ 1,267,373
Production Operations	—	—	40,418,166	41,728,740
Staff Development Division	—	—	492,525	514,793
Research & Publication Division	—	—	190,875	204,461
Quality Assurance	—	—	277,348	287,800
Administrative Services (Child Support)	—	—	1,219,970	1,270,193
Recurring Maintenance & Operations	—	—	2,361,413	2,404,770
Maintenance & Operations	—	—	1,049,009	1,049,009
Special Projects	—	—	912,649	912,674
Help Desk Support	—	—	46,777	46,777
Total	\$ 0	\$ 0	\$ 48,181,735	\$ 49,686,590



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ —	\$ —	\$ 34,060,427	\$ 35,305,958
Services & Supplies	—	—	13,515,756	13,775,080
Other Charges	—	—	1,500	1,500
Fixed Assets - Equipment	—	—	604,052	604,052
Total	\$ 0	\$ 0	\$ 48,181,735	\$ 49,686,590

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	—	—	896,687	896,687
Intergovernmental Revenue	—	—	47,285,048	48,789,903
General Revenue Allocation	—	—	—	—
Total	\$ 0	\$ 0	\$ 48,181,735	\$ 49,686,590



Citizens' Law Enforcement Review Board



Department Description

The Review Board was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Departments. The Review Board is also able to investigate, without a complaint, the death of any person while in the custody of, or in connection with, the actions of officers employed by the Sheriff's or Probation Departments.

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

2000-01 Accomplishments

- Received 131 new complaints during calendar year 2000
- Closed a total of 178 cases during CY 2000 and 131 for the FY, attained year end goals of 58 open cases for CY and 63 for the FY
- Held 12 regular monthly meetings for CY and 11 for the FY, including periodic community meetings
- Submitted six new policy recommendations to the Sheriff or Probation Department
- Made presentations to the City Council in Riverside; Southwestern College; and a meeting of the North County Hispanic Network

2001-03 Objectives

Regional Leadership

- Receive and process 120-130 new cases per year
- Maintain the current timetables which will ensure most cases are closed within 120 days
- Maintain the current case/receipt closure ratio with the standard being no case is older than one year
- Upgrade IT systems to achieve more cost-effective backing up of data
- Continue to provide departments and the Review Board with timely complaint data (early warning information)
- Hold monthly Review Board meetings and provide member training when necessary.

Changes from 2000-01 Adopted

- Services and Supplies increased by \$34,000 due to the Department relocating from County owned space into leased space, and an increase in contracted legal services as a result of the Caloca ruling, which allows officers to appeal Citizens' Law Enforcement Review Board findings to the Civil Service Commission.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Receive & Process New Complaints	130	134	130	130
Conduct Staff Investigations on Pending & New Complaints	150	131	130	130
Provide Monthly Early Warning Reports (Changed from Quarterly Reporting)	4	12	12	12
Make Policy Recommendations as Needed to Decrease Risk Exposure	15	6	15	15



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Law Enforcement Review Board	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Law Enforcement Review Board	\$ 377,206	\$ 364,996	\$ 420,425	\$ 433,510
Total	\$ 377,206	\$ 364,996	\$ 420,425	\$ 433,510

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 284,044	\$ 287,562	\$ 292,782	\$ 306,333
Services & Supplies	86,409	77,434	120,890	120,424
Management Reserves	6,753	—	6,753	6,753
Total	\$ 377,206	\$ 364,996	\$ 420,425	\$ 433,510

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	—	51	—	—
General Revenue Allocation	377,206	364,945	420,425	433,510
Total	\$ 377,206	\$ 364,996	\$ 420,425	\$ 433,510



Department Description

The Office of Disaster Preparedness provides staff support to the Chief Administrative Officer and to the San Diego Unified Emergency Services Organization, a Joint Powers Authority of the County and the eighteen incorporated cities. The office provides planning and technical services related to natural and human disaster, and education which assists citizens, government agencies, public and private organizations prior to, during, and after local emergencies, States of Emergency, major disaster, and States of War.

Mission Statement

Prepare for the County and assist Emergency Services Organizations, the general public, public safety agencies, and other public and private organizations in preparing for, responding to, and recovering from major emergencies and/or disasters.

2000-01 Accomplishments

- Digitized the San Diego Operational Area Emergency Plan and placed it on the County of San Diego Internet and Intranet pages.
- Developed training program on Operational Area Emergency Plan for County departments and Unified Disaster Council members.
- Completed development of the San Diego Operational Area Terrorism Annex to the Emergency Plan.
- Conducted full-scale Chemical Terrorism Field Exercise at Qualcomm Stadium with over 7,000 participants from various Public Safety and Health agencies in San Diego County.
- Conducted Biological Terrorism Table Top Exercise with over 60 participants from Public Safety and Health agencies.

- Negotiated two-year extension of Hazardous Materials Response Program with vendors for 2001-2002 and 2002-2003.
- Provided staff for the Fire Services Task Force, which awarded seven grants totaling \$393,000 for purchase of equipment to improve Fire Services in the unincorporated areas of the county.

2001-03 Objectives

Regional Leadership

- Continue Terrorism Working Group activities to plan for potential Terrorism emergencies.
- Work with Public Health Officers of San Diego and Orange Counties and other affected agencies concerning the issuance of KI (Potassium Iodine) for San Onofre Nuclear emergencies.
- With assistance of a consultant, rewrite the San Onofre Nuclear Generation Plant Emergency Response Plan.
- Continue development of one Dam Evacuation Plan in 2001-2002 and one Plan in 2002-2003.
- Continue training workshops for area agencies on the San Diego Operational Area Emergency Plan.
- Continue County Fire Trust Fund to assist Fire Agencies with Capital Improvement projects during FY 2001-02.



Environment

- Work with San Diego Gas & Electric to develop policies and procedures to respond to Electrical Load Curtailment incidents.
- Continue collaboration with County Water Authority and member agencies on development of the Emergency Water Storage Project.

Fiscal Stability

- Continue the development of and application for Terrorism Response Grants.

- Increase reimbursement of revenue from the Inland Fire agencies for dispatch services.

Changes From 2000-01 Adopted

- \$200,000 was allocated during budget deliberations for the continuation of the Fire Services Trust Fund for FY 2001-02. These funds are to be used for the purchase of equipment or to fund capital improvements for fire agencies in the unincorporated areas of the County.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Dam Failure Evacuation Plan	1	4	1	1
Develop San Diego Operational Terrorism Annex	1	1		
Rewrite San Onofre Emergency Response Plan	1		1	
Develop Policies & Procedures For Stage III Electrical Emergency.		1		
Operational Area Emergency Plan training			2	2



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Disaster Preparedness	10.00	10.00	10.00
Total	10.00	10.00	10.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Disaster Preparedness	\$ 1,419,089	\$ 1,632,104	\$ 1,522,196	\$ 1,326,398
Total	\$ 1,419,089	\$ 1,632,104	\$ 1,522,196	\$ 1,326,398

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 602,717	\$ 624,048	\$ 617,442	\$ 631,266
Services & Supplies	596,420	580,081	484,804	475,182
Other Charges	199,952	399,952	409,950	209,950
Fixed Assets - Equipment	20,000	28,022	10,000	10,000
Total	\$ 1,419,089	\$ 1,632,104	\$ 1,522,196	\$ 1,326,398

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	200,000	200,000	200,000	—
Charges For Current Services	199,952	199,952	209,950	209,950
Intergovernmental Revenue	655,077	999,557	723,015	700,015
Miscellaneous Revenues	—	519	—	—
General Revenue Allocation	364,060	232,076	389,231	416,433
Total	\$ 1,419,089	\$ 1,632,104	\$ 1,522,196	\$ 1,326,398



Department Description

Mandated by the State of California and the County's Board of Supervisors, the Medical Examiner Department provides forensic death services to the people of San Diego County. To execute its mission the Department is comprised of a permanent staff of forensic pathologists, forensic autopsy assistants, forensic toxicologists, field death investigators, and administrative personnel. The Department contracts for some services not performed by its staff, e.g. decedent transportation and professional forensic anthropology, neuropathology, and odontology services.

Mission Statement

Investigate and determine the Cause of Death in all homicides, suicides, accidental deaths, and deaths due to apparent natural causes in which the decedent was not seen by a physician within 20 days prior to death or in which the attending physician is unable to determine the cause of death.

2000-01 Accomplishments

- Reviewed circumstances surrounding 9,973 deaths referred to the Medical Examiner; evaluated 7,565 reported deaths and determined them not to be cases as not within the jurisdiction of the Medical Examiner.
- Investigated circumstances of 2,408 deaths under jurisdiction of the Medical Examiner, established a cause of death and issued a final death certificate in compliance with Section 27491 of the California Government Code and determined if a crime had been committed; performed autopsy examinations in 1,809 cases; performed toxicology testing in 1,629 cases including analysis for drug abuse.
- Provided evidence and expert testimony in 100% of the murder trials in San Diego County; participated in 59 pretrial conferences with Deputy District Attorneys and Defense Attorneys; appeared in court to provide expert testimony 65 times.
- Provided notification to 92% of decedents' families; identified and located the decedent's legal next-of-kin in 2,215 cases.
- Measured operational performance against targets for release of bodies for final disposition, completion of investigative, toxicology and autopsy reports, and issuance of final death certificates to improve productivity and customer service continuously. Results depicted below in Performance Measures.
- Implemented a Chaplaincy program for the staff of the Medical Examiner. This program provides chaplains skilled in counseling public safety personnel as a resource for employees who are confronting a traumatic or emotional situation.
- Commissioned ergonomic study of equipment utilized by pathologists and clerical staff who had developed musculo-skeletal problems; obtained state grant of \$50,000 to replace unsatisfactory equipment.
- Upgraded physical security of facility, including improvements in security and handling of evidence and decedents' property.
- Continued development of an upgrade to the Department's case management system to improve productivity and quality.
- Provided toxicology services under contract to the Counties of Imperial and San Bernardino that generated revenue of \$177,370.



- Exercised oversight over a five-year competitive contact for decedent removal and transportation.
- Continued planning for a new Medical Examiner facility, completing the Preliminary Cost Estimate & Feasibility phase.
- Implemented a Performance Management System.
- Supported Public Safety Group diversity initiatives involving Student Workers and high school outreach programs.
- Installed new emergency generator capable of providing electricity to the entire facility.

2001-03 Objectives

Regional Leadership

- Provide evidence and expert testimony in 100% of the murder trials in San Diego County.

Health and Wellness

- Review circumstances surrounding 20,483 deaths referred to the Medical Examiner over the next two fiscal years.
- Investigate circumstances of 5,126 deaths under jurisdiction of the Medical Examiner, establish a cause of death and issue a final death certificate and determine if a crime was committed; perform autopsy examinations in 3,844 cases; and perform toxicology testing in 3,793 cases over the next two fiscal years.
- To facilitate knowledge of cause and manner of death for law enforcement agencies, prosecution and defense counsel, and surviving family members, complete investigative, toxicology and autopsy reports within performance targets.

- Provide notification to 92% of decedents' families; identify and locate the decedent's legal next-of-kin in an estimated 4,715 cases.
- To facilitate prompt funeral services for surviving family members, make bodies ready for release for final disposition within performance targets.
- To facilitate prompt receipt of benefits by surviving family members, issue final death certificates within performance targets.
- Continue to operate in accordance with the National Association of Medical Examiners (NAME) standards.

Technology

- Implement technology to improve productivity and quality by updating the case management system (CME System) and adding a digital records imaging system.

Workplace Improvement

- Continue the planning process through the Schematic Design phase for a new, state-of-the-art facility to accommodate the Department's needs through the year 2030.

Changes from 2000-01 Adopted

Total expenditures increased \$421,711. This is comprised of:

- \$180,017 for Salary and Benefit cost of living and step increases; and,
- \$231,266 in Services and Supplies and Fixed Assets, primarily due to increased Information Technology costs.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Bodies Made Ready for Release On Time	99.8%	98.9%	100.0%	100.0%
Final Death Certificates Issued On Time	93.1%	95.7%	97.0%	100.0%
Investigative Reports Completed On Time	73.9%	72.3%	87.0%	100.0%
Toxicology Reports Completed On Time	98.2%	99.0%	99.5%	100.0%
Autopsy Reports Completed On Time	83.3%	84.6%	91.5%	100.0%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Decedent Investigations	50.00	50.00	50.00
Total	50.00	50.00	50.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Decedent Investigations	\$ 4,890,523	\$ 4,894,858	\$ 5,312,234	\$ 5,385,307
Total	\$ 4,890,523	\$ 4,894,858	\$ 5,312,234	\$ 5,385,307

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 3,656,310	\$ 3,527,936	\$ 3,836,417	\$ 4,020,000
Services & Supplies	1,061,463	1,313,985	1,372,729	1,273,219
Fixed Assets - Equipment	100,662	52,935	31,000	20,000
Management Reserves	72,088	—	72,088	72,088
Total	\$ 4,890,523	\$ 4,894,858	\$ 5,312,234	\$ 5,385,307

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	145,972	—
Charges For Current Services	431,581	502,561	463,377	481,912
Intergovernmental Revenue	—	10,050	—	—
Miscellaneous Revenues	36,390	41,388	39,367	40,942
General Revenue Allocation	4,422,552	4,340,859	4,663,518	4,862,453
Total	\$ 4,890,523	\$ 4,894,858	\$ 5,312,234	\$ 5,385,307



Department Description

The Department provides detention for wards in Juvenile Hall, custody for juveniles in minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The Department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as it contributes to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations are located throughout San Diego County.

Mission Statement

Promote the health and safety of our neighborhoods by enhancing judicial decision-making through assessment of offender risks and needs, enforcing court sanctions, engaging in crime prevention partnerships, moving probationers to lawful self-sufficiency, and supporting the rights of victims.

2000-01 Accomplishments

- The Board of Supervisors approved the closure of Camp West Fork and redirected resources to fund, design, construct, and operate a new 288-bed East Mesa Juvenile Hall.
- Selected a vendor and began installation of a viable LAN/WAN PC-based, web-enabled caseload management system. Installed over 1,100 new desktop computers and provided Windows, Word, and Outlook training for all employees.
- Redirected Adult Services staff to focus on probationer employment, substance abuse treatment, and payment of victim restitution and probation fees.
- Increased collections in Adult Field Services by over \$ 667,000 by aggressively charging offenders for the costs of supervision and investigations.
- Redirected Juvenile Field Services staff to expand comprehensive, family-oriented and multi-disciplinary evaluation and treatment for selected wards and their families.
- In conjunction with the Health and Human Services Agency, received Board of Supervisors approval, and conducted program planning and two pilot projects for the implementation of the Substance Abuse & Crime Prevention Act of 2000 (Proposition 36), an alcohol and drug services treatment program for probationers that became operational on July 1, 2001.
- Enhanced the substance abuse treatment dormitory program at the Juvenile Ranch Facility by increasing the program from 84 days to 100 days, and by adding the therapeutic services of the Phoenix Academy which includes counseling group sessions, and values clarification for non-addictive life choices.
- Successfully completed inter-agency collaboration with the District Attorney, Public Defender, Health & Human Services Agency, and the University of California at San Diego (UCSD) that developed a master plan to improve the treatment and supervision of sex offenders in the community utilizing a \$50,000 Center for Sex Offender Management (CSOM) grant. Completed and submitted another application to CSOM for seed



money to implement key master plan recommendations, including law enforcement coordination in the registering of sex offenders and the development of strategies, as well as community education programs.

- Completed facility upgrades totaling \$563,000 at Juvenile Hall, and awarded contracts funded by a grant from the Department of Corrections to complete an \$898,000 renovation of the Juvenile Ranch Facility and a \$999,999 renovation at the Youth Correctional Center at Camp Barrett by July 2001.
- Implemented the Community Resource Officer Program (CROP) to provide a probation officer to work with law enforcement officers at seven San Diego Police Department, and six Sheriff's Department sites.
- In conjunction with other public safety, health, and social services departments, developed multi-agency plan and received Board of Supervisors approval for the implementation of the Crime Prevention Act of 2000. This is an \$11.1 million Countywide program to provide state funding for juvenile crime prevention and diversion programs where grant funds were expiring. Also negotiated contracts with private vendors for July 1, 2001 implementation.

2001-03 Objectives

Regional Leadership

- Continue to review operations for potential savings that can be redirected to the scheduled opening of the East Mesa Juvenile Hall in 2003-2004.
- Implement the Crime Prevention Act of 2000 program approved by the Board of Supervisors; and seek continued program funding beyond June 2002 from the State and private foundations.

- Support continued development of the Drug Court System by seeking continued State and federal funding to assure that whenever appropriate, juvenile offenders and adult offenders can access needed treatment.
- Form collaborative relationships with treatment agencies, County partners, the Court, and the public necessary to make the implementation of Proposition 36 a success.
- Evaluate and implement a wide range of at-risk youth programs to help avert delinquency and crime, and work to ensure the replication of the most effective approaches.
- Continue operation of the Community Resource Officer Program (CROP), to provide probation officers to work with law enforcement officers, and expand the program to address the need for improved supervision and/or transportation of juvenile offenders in North County.
- Strengthen the links between the juvenile correctional system and Children's Mental Health Services to identify approaches for effective prevention and treatment of behavioral and emotional problems that contribute to delinquency and criminal behavior.
- Apply for additional grant funding estimated at \$250,000 for a pilot project to implement "best-in-class" measures to improve supervision of adult sexual predators. The pilot would provide needed experience in order to develop model program funding proposals for potential implementation throughout the adult and juvenile supervision programs.

Crime Prevention



- Implement the Truancy Suppression Program with funding from the Crime Prevention Act of 2000 to provide intensive supervision of juveniles made wards of the court because of chronic truancy behaviors.
- Implement the best assessment tool available to assist in classification of wards/detainees in all Probation institutions in order to prescribe the best treatment programs based on each individual's needs.
- Implement a Relationship Violence/Domestic Violence Intervention Program for wards at Juvenile Hall, Girls Rehabilitation Facility, and Juvenile Ranch Facility.

Technology

- Access crime-mapping technology with the assistance of the new caseload management software, and the existing Automated Regional Justice Information System (ARJIS); and evaluate global positioning satellite technology to improve intensive supervision effectiveness for adult offenders.
- Complete the infrastructure transformation and implementation of the new Probation Caseload Management System.

Changes from 2000-01 Adopted

- The Crime Prevention Act of 2000 (CPA 2000) approved by the Board of Supervisors on February 27, 2001 increased staffing by 37 positions. Approval of the CPA 2000 spending plan by the Board provides increased Probation staff, augmented contract services, equipment, and services and supplies to enhance the Juvenile Justice System. The cost to implement the various

programs, \$7.5 million in 2001-2002 is offset by revenue. Programs benefiting from passage of CPA 2000 include Juvenile Field Services Drug Court, Breaking Cycles/Community Assessment Teams, Repeat Offenders Prevention Program, Truancy Program, and Working to Insure & Nurture Girls Success. An additional \$3 million has been appropriated in other County departments.

- The Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) added 29 positions mid year in FY 00-01 and an additional 13 positions are requested for a total of 42 positions. The cost to implement the program is \$2.1 million, which is offset by revenue. An additional three (3) positions are requested for the program in Fiscal Year 2002-2003.
- Information Technology costs increased due to one-time Caseload Management System and related contract costs of \$5.9 million. These funds will replace outdated caseload management systems with a LAN/WAN PC-based system as well as fund the increased maintenance costs associated with the County's Information Technology contract.
- The closure of Camp West Fork will produce approximately \$2.2 million in annual savings, which will be used to fund operational costs for the East Mesa Juvenile Hall.
- The U.S. Marshal terminated the Immigration & Naturalization Service (INS) contract at Camp Barrett, effective January 3, 2001, resulting in a revenue reduction of \$3.2 million. Salary and Benefit appropriations were reduced by \$685,000 reflecting the staffing cost that supported the INS program. 13 positions are frozen for future use at the new East Mesa Juvenile Hall.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Available Able-Bodied Offenders on Intensive Supervision Employed with Six Weeks	80%	80%	80%	80%
Breaking Cycles Wards Who Do Not Have a New Arrest Leading to a Conviction or True Finding within One (1) Year of Completing the Program	70%	75.1%	70%	70%
Wards Successfully Completing Probation	75%	77%	75%	75%
Offenders in the WATch Program Delivering Tox-Free Babies	100% Teen 94% Adult	99.5% Teen 96% Adult	100% Teen 94% Adult	100% Teen 94% Adult
Wards Who Complete the Juvenile Ranch Facility Program Successfully	75%	97%	75%	75%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Adult Field Services	427.00	459.00	459.00
Institutional Services	541.16	501.41	501.41
Juvenile Field Services	353.25	395.00	395.00
Special Supervision	—	42.00	45.00
Department Administration	60.75	72.75	72.75
Total	1,382.16	1,470.16	1,473.16

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Adult Field Services	\$ 21,680,796	\$ 25,318,267	\$ 25,605,781	\$ 26,640,890
Institutional Services	28,107,713	30,455,991	29,594,992	30,975,070
Juvenile Field Services	47,169,144	45,393,008	54,944,365	54,658,186
Special Supervision	—	245,770	2,301,120	2,431,272
Department Administration	18,648,105	9,554,906	22,591,319	17,942,283
Probation Asset Forfeiture Program	100,000	23,713	50,000	50,000
Probation Inmate Welfare Fund	600,000	450,912	331,000	341,500
Probation Internal Service Fund	100,000	45,655	—	—
Total	\$ 116,405,758	\$ 111,488,225	\$ 135,418,577	\$ 133,039,201

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 67,051,785	\$ 67,581,920	\$ 76,326,082	\$ 80,188,156
Services & Supplies	28,959,892	28,548,545	38,615,920	32,441,473
Other Charges	19,880,396	15,831,986	19,865,396	19,865,396
Fixed Assets - Equipment	167,000	184,589	174,000	109,000
Expend. Transfers & Reimbursements	(942,441)	(892,977)	(851,947)	(853,950)
Operating Transfers	—	234,161	—	—
Management Reserves	1,289,126	—	1,289,126	1,289,126
Total	\$ 116,405,758	\$ 111,488,225	\$ 135,418,577	\$ 133,039,201



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	3,037,865	2,890,261	5,755,245	2,781,134
Fines Forfeitures & Penalties	—	110,182	—	—
Revenue Use of Money & Property	404,000	237,831	200,000	210,500
Charges For Current Services	9,030,166	10,011,900	7,448,852	7,450,111
Intergovernmental Revenue	52,899,164	54,967,930	48,770,953	46,432,897
Miscellaneous Revenues	267,464	267,821	167,470	167,464
Other Financing Sources	—	—	19,951,136	19,956,221
General Revenue Allocation	50,767,099	43,002,300	53,124,921	56,040,874
Total	\$ 116,405,758	\$ 111,488,225	\$ 135,418,577	\$ 133,039,201



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes or faced with the potential loss of substantial rights. This includes both adults and juveniles charged with five different categories of offenses: murders, attempted murders, felony crimes against the person (e.g., robbery, rape, mayhem, etc.), felonies involving drugs or theft or destruction of property, and misdemeanors. The Public Defender also provides representation in some civil cases, such as juvenile dependency and mental health matters. The department maintains offices near each of the County's five main courthouses.

Mission Statement

To protect the rights of indigent persons for whom the possibility of custody or loss of substantial rights exist, by providing competent and effective legal representation pursuant to state and federal constitutional standards.

2000-01 Accomplishments

- Provided legal representation for: 63 Homicide/ Attempted Homicide cases; 2,276 Violent Crime cases; 13,242 Property and Drug cases; 69,881 Misdemeanor cases; 3,424 Delinquency cases; and 6,228 Dependency cases.
- Developed and implemented a new case management system for the Dependency Division in cooperation with the Pennant Alliance IT provider.
- Selected a software vendor and began the initial stages of design and development of a new case management system for the Criminal and Mental Health Divisions.
- Implemented the new performance evaluation process and criteria for attorneys. The new criteria expand the focus from trial skills to include all services the Department provides our clients.

- Participated in the ongoing program design, planning, and implementation of San Pasqual long-term residential and educational facility for dependent minors.
- Implemented a training program for supervisory staff that focused on significant workplace improvement issues, such as diversity in the workplace, sexual harassment, and man/woman communication.
- Completed a Clerical Reclassification Plan reducing the overall number of clerical classifications in the department from eleven to seven. The new structure will make hiring and cross training of staff far simpler, will encourage career development among support staff, and will restore equity and fairness.
- Completed Phase I of the Ergonomic Initiative, which included the upgrade of some of clerical and investigative staff to more modern ergonomic workstations.

2001-03 Objectives

Human Resources Modernization

- Develop a comprehensive training program that focuses on career advancement for all classifications in the department.



Workplace Improvement

- Complete Phase II of the Ergonomic Initiative, which will complete the upgrade of all clerical, and administrative staff to more modern ergonomic workstations.

Crime Prevention

- Develop and implement a new “Post Sentencing” program to focus on client follow-through after sentencing in order to improve client services and reduce probation violations.
- Implement GIS mapping software to map the locations of relevant community resources, such as drug and alcohol treatment programs and educational programs available to assist our clients in their neighborhoods.
- Participate as a full partner with all other affected agencies in making the Proposition 36 program a success, focusing on treatment rather than incarceration.

Technology

- Complete the development and implementation of a new Criminal and Mental Health case management system.

- Implement a “paperless” system using document imaging technology that will provide electronic access to current case information such as discovery, complaints, and minute orders as well as allow the conversion of closed cases to electronic storage and reduce hard copy files.

Changes from 2000-01 Adopted

- The Department of the Public Defender increased 12 staff years in Fiscal Year 2001-2002. Eleven (11) staff years are in response to the increased caseload expected in our Dependency Division due to Senate Bill 2160 (Schiff) and one staff year is for an attorney position in the multi-agency implementation of the Crime Prevention Act of 2000. State revenues will offset both of the increases: \$1,027,763 for SB 2160 and \$71,690 for the Crime Prevention program.
- The Department of the Public Defender budget will have a net increase of general revenue allocation by \$1,447,755 to accommodate negotiated Salary and Benefit increases, and Information Technology and Internal Service Fund increases.

**Performance Measures**

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Provide legal representation for the following cases:				
Homicide/Attempted Homicide	60	63	70	70
Violent Crime	2,600	2,276	2,300	2,300
Property and Drug	17,000	13,242	13,000	13,000
Misdemeanor	69,000	69,881	70,000	70,000
Delinquency	2,900	3,424	3,200	3,200
Dependency (No. of open cases FY end)	5,620	6,228	7,600	7,600



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Indigent Defense	357.00	369.00	369.00
Total	357.00	369.00	369.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Indigent Defense	\$ 37,332,155	\$ 34,154,615	\$ 38,994,325	\$ 40,564,603
Total	\$ 37,332,155	\$ 34,154,615	\$ 38,994,325	\$ 40,564,603

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 30,213,958	\$ 29,161,165	\$ 32,760,662	\$ 34,330,940
Services & Supplies	5,341,571	4,993,450	5,510,350	5,510,350
Management Reserves	1,776,626	—	723,313	723,313
Total	\$ 37,332,155	\$ 34,154,615	\$ 38,994,325	\$ 40,564,603

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,053,313	1,053,313	—	—
Charges For Current Services	892,242	1,059,586	925,469	935,469
Intergovernmental Revenue	3,929,792	4,501,947	4,938,869	4,921,784
Miscellaneous Revenues	127,898	250,838	281,083	281,083
Other Financing Sources	—	—	72,239	72,239
General Revenue Allocation	31,328,910	27,288,931	32,776,665	34,354,028
Total	\$ 37,332,155	\$ 34,154,615	\$ 38,994,325	\$ 40,564,603



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate county matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2000-01 Accomplishments

- Civil Grand Jury reviewed 93 non-criminal complaints.
- Criminal Grand Jury issued 120 criminal indictments.

2001-03 Objectives

Regional Leadership

- Review, prioritize, and investigate all significant complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Submit final report to the Presiding Judge, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).

- In response to criminal complaints filed by the District Attorney, conduct timely hearings to determine whether there is sufficient evidence to bring an indictment charging a person with a public offense.
- Return criminal indictments when warranted, and prepare other reports and declarations as required by law (Penal Code §939.8 et seq).

Changes from 2000-01 Adopted

- Fiscal Year 2001-2002 Adopted Budget deletes one permanent staff year. A third of the savings from this change has been directed towards funding for Temporary Extra Help (0.3 FTE), and the remainder will be used to augment Services & Supplies appropriations.
- Fiscal Year 2001-2002 Adopted Budget provides funding (\$52,727) for Information Technology cost.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Grand Jury Operations	2.00	1.00	1.00
Total	2.00	1.00	1.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Grand Jury Operations	\$ 432,592	\$ 383,806	\$ 437,013	\$ 453,700
Total	\$ 432,592	\$ 383,806	\$ 437,013	\$ 453,700

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 92,689	\$ 66,870	\$ 77,363	\$ 79,764
Services & Supplies	339,903	316,936	359,650	373,936
Total	\$ 432,592	\$ 383,806	\$ 437,013	\$ 453,700

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	61,718	61,718	—	—
General Revenue Allocation	370,874	322,088	437,013	453,700
Total	\$ 432,592	\$ 383,806	\$ 437,013	\$ 453,700

Health and Human Services

Health and Human Services Agency

Health and Human Services Agency Summary

Illness Prevention and Independence

Self Sufficiency and Personal Responsibility

Safe Communities

Healthy Communities

Healthy Behavior and Lifestyles

Administrative Support



Agency Description

The Health and Human Services Agency provides a broad range of health and social services, promoting wellness, self-sufficiency, and a better quality of life for all individuals and families in San Diego County. Clients include: indigent or low-income individuals and families receiving services; seniors needing support to enable them to maintain their independence; children and seniors requiring protective services; and welfare recipients accessing temporary cash assistance and employment services. Organized into six geographic regions, the Agency's service delivery system reflects a community-based approach using public-private partnerships to meet the needs of families in San Diego County. The Agency plays a leadership role in several initiatives in the County strategic plan, including Health and Wellness, and Self Sufficiency, and, in partnership with the Public Safety Group, Crime Prevention.

Mission Statement

Through partnerships and emphasizing prevention, assure a healthier community and access to needed service, while promoting self-reliance and personal responsibility.

2000-01 Accomplishments

- Provided job retention services that enabled 62% of Welfare to Work participants to remain employed for at least 30 days, and of those who continued on CalWORKs due to low earnings, 64% remained employed for at least 180 days.
- Funded eleven community-based collaborations focused on alcohol and substance abuse, each having an average of twelve partner agencies; and provided prevention strategies to reduce teen binge drinking and marijuana use.
- Completed procurement process for transitioning adult mental health services to regional integrated services for the North Inland and North Coastal regions.
- 95% of all IHSS customers remained independent.
- Implemented the Children's Mental Health Services Initiative for Seriously Emotionally Disturbed (SED) children and adolescents.
- Expanded school based mental health services for children and adolescent students to over 225 school sites.
- Completed facility and program design for the San Pasqual Academy.
- Implemented an aggressive and proactive foster parent retention and training program for social workers and foster parents to enhance foster home retention (11% increase).
- Investigated 90% of all Adult Protective Services reports alleging abuse within 10 days of the initial report.
- Expanded relative/kinship support services into North Central and North Coastal regions through contracts with community based organizations; and expanded kinship support services for CalWORKs eligible families in all six regions.
- Implemented a centralized toll-free phone number for County Medical Services patient eligibility appointments.
- Monitored and ensured that 90% of all first graders meet the State school health related entrance exam requirements so they are healthy and ready to learn.
- Linked 50,000 uninsured children to comprehensive primary and preventive health care at a cost affordable to their families.



- Recruited/maintained 400 dental professionals to provide emergency dental services to children through the Share the Care Children's Dental Program.
- Implemented a chronic disease management program for County Medical Services patients with diabetes.

2001-03 Objectives

Self Sufficiency

- Provide job retention services to enable at least 70% of Welfare to Work participants to remain employed for at least 30 days, and 60% to remain employed for at least 180 days in Fiscal Years 2001-2002 and 2002-2003.
- Achieve State-required enrollment goals of 250 clients for the downtown homeless mentally ill project.
- Open and operate the San Pasqual Academy as a stable, nurturing environment for foster youth starting in September 2001.
- Implement the Public Authority for the Employer of Record for In-Home Supportive Services.

Health and Wellness

- Continue implementation of the Children's Mental Health Services Initiative and provide services for up to 500 Seriously Emotionally Disturbed children and adolescents by December 31, 2001.
- Expand the Children's Mental Health Services system capacity by 15%, with emphasis on school based services, intensive case management, and specialized residential treatment.
- Provide information and referral services to 6,500 clients annually through San Diego Kids Health Assurance Network (SD-KHAN).

Crime Prevention

- In collaboration with the Public Safety Group, implement Proposition 36, Substance Abuse and Crime Prevention Act (SACPA) of 2000 by providing treatment services.
- Implement AB 1913, Crime Prevention Act (CPA) of 2000 by providing juvenile justice prevention and graduated sanctions programs to reduce delinquency and juvenile crime.
- Expand from one pilot Domestic Violence Response Team to six, with one in each Health and Human Services Agency region.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Illness Prevention and Independence	1,397.07	1,451.07	1,451.07
Self Sufficiency and Personal Responsibility	1,961.65	2,039.65	2,039.65
Safe Communities	1,368.50	1,520.50	1,520.50
Healthy Communities	560.16	556.17	556.17
Healthy Behavior and Lifestyles	70.00	80.00	80.00
Administrative Support	560.75	584.75	584.75
Total	5,918.13	6,232.14	6,232.14

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Illness Prevention and Independence	354,879,305	340,732,480	413,050,319	408,287,557
Self Sufficiency and Personal Responsibility	434,303,420	397,310,184	451,369,858	451,870,157
Safe Communities	124,277,015	127,417,065	147,054,790	149,366,637
Healthy Communities	133,114,338	122,454,765	146,689,805	146,661,841
Healthy Behavior and Lifestyles	47,986,010	42,482,538	58,481,061	55,981,924
Administrative Support	116,233,448	88,973,669	127,834,051	107,165,378
Realignment Revenue Funds	—	—	263,466,200	279,968,500
Total	\$ 1,210,793,536	\$ 1,119,370,704	\$ 1,607,946,084	\$ 1,599,301,994



Program Description

This program provides a number of direct treatment and case management services, and coordinates and administers the delivery of various contracted services. Major services include Adult Mental Health Services, Children’s Mental Health Services, California Children’s Services, Aging and Independence Services, including In-Home Supportive Services for the aged and disabled, nutrition, specialized nursing and rehabilitation services (Edgemoor Hospital) and Public Administrator/Guardian services. This program contributes primarily to the County’s Health & Wellness and Self-sufficiency Strategic Initiatives.

Mission Statement

To treat illness and promote the independence of vulnerable adults, children and adolescents, the aged, and the disabled.

2000-01 Accomplishments

- Completed a procurement process of some existing adult mental health service contracts in the North Inland and North Coastal regions, transitioning to a regional integrated services model.
- Received a grant from the State Department of Mental Health to implement a collaborative program to serve 250 homeless persons with mental health and substance abuse problems in downtown San Diego.
- Completed procurement of the existing contract for mental health administrative service functions.
- Implemented the Children’s Mental Health Services Initiative for Seriously Emotionally Disturbed (SED) children and adolescents.
- Expanded school based mental health services for children and adolescent students to over 225 school sites.
- Maintained number of individuals on Lanterman-Petris-Short (LPS), Mental Health Conservatorship program, under 1,490.
- Maintained independence of 95% of all In Home Supportive Services (IHSS) customers.

- IHSS became co-located with Adult Protective Services, Multi-Purpose Senior Services Program (MSSP), Aids Waiver Program and Linkages in a new facility in Chula Vista.
- Initiated an IHSS Advisory Committee.
- Developed senior fitness classes in sixteen senior centers.
- Organized and presented 28 health educational presentations on osteoporosis to seniors.

2001-03 Objectives

Self Sufficiency

- Continue work on automating the IHSS program, including review of automation options for the IHSS payroll system.
- Implement the Public Authority for the Employer of Record for IHSS.
- Initiate a new unit for IHSS in the La Mesa area, to be co-located with Adult Protective Services, in Fiscal Year 2001-2002.
- Develop 12 senior fitness classes, with a minimum of 20 participants in each class. Develop 17 classes for Fiscal Year 2002-2003.
- Organize and present 20 health educational presentations on osteoporosis to seniors in the community in Fiscal Year 2001-2002. Increase the health educational presentations to 25 for Fiscal Year 2002-2003.



- Review 100% of California Children's Services families for Medi-Cal/Healthy Families eligibility.
- Continue the regional integrated mental health services procurement process, implementing East Mental Health region and two other regions.
- Achieve State-required enrollment goals of 250 clients for the downtown homeless mentally ill project. Of those, 100 clients will be enrolled in transitional or permanent housing provided by the program, which includes partnerships with the City of San Diego, City of San Diego Housing Commission, Center City Development Corporation, and Episcopal Community Services.
- Roll out intake of IHSS by Call Center staff for all district offices.
- Continue to ensure that 95% of all IHSS customers remain independent.

Health and Wellness

- Continue implementation of the Children's Mental Health Services Initiative and provide services for up to 500 Seriously Emotionally Disturbed children and adolescents by December 31, 2001. Full implementation will enable access to an additional \$2.9 million in State revenues for services to the target population.
- Expand Children's Mental Health Services system capacity by 15%, with emphasis on school based services, intensive case management, and specialized residential treatment. This requires the addition of \$13.5 million in revenues for services.
- Implement a new tracking system to ensure that 95% of those referred for Lanterman-Petris-Short, Mental Health Conservatorship program are seen within two days of referral.

Changes from 2000-01 Adopted

Adds 54 staff years for Fiscal Year 2001-2002. The most significant changes follow:

- Adds 16 staff years for Adult Mental Health through mid-year Board action, for oversight and quality assurance functions and to monitor the implementation of the Integrated Services to the Homeless Mentally Ill.
- Adds ten staff years in Contract Operations through a mid-year Board action, to provide contract administration, monitoring and fiscal functions.
- Adds 16 staff years for Children's Mental Health through a mid-year Board action which approved 181 additional staff years for the entire Agency for Child Welfare Services.
- Adds two additional staff years in Adult Mental Health to accommodate caseload growth in Central and East Regions.
- Adds three additional staff years in Adult Mental Health for filled positions inadvertently deleted from the budget.
- Adds one additional staff year in Children's Mental Health to oversee and coordinate San Diego Unified School District (SDUSD) Early and Periodic Screening, Diagnosis and Treatment – Therapeutic Behavioral Services (EPSDT-TBS) program implementation and operations.
- Adds two additional staff years in Children's Mental Health for filled positions inadvertently deleted from the budget.
- Adds one staff year as part of a mid-year Board action that approved the expansion of the Senior Services Program (MSSP).
- Adds five staff years in IHSS to manage caseload growth.
- Deletes two staff years from the Public Administrator/Public Guardian program.

Adds \$58 million in expenditures for Fiscal Year 2001-2002:

- \$4.9 million for step increases and salary adjustments for existing staff.



- \$5.1 million for Salaries and Benefits for additional 54 staff years.
- \$48 million increase in services and supplies for the following: increase of \$42 million in cost of contracted services and institutional services for Adult Mental Health Services, Children's Mental Health Services and Aging and Independence Services; increase of \$3 million in Children's Mental Health Services for Aid for Severely Emotionally

Disturbed Children (SED) and Foster Care programs; and \$2.6 million in major maintenance project for Edgemoor Hospital.

Adds \$61.9 million in revenue for Fiscal Year 2001-2002, resulting in a \$3.7 million reduction in general revenue allocation due to redistribution of established revenue within the Health and Human Services Agency programs to more accurately reflect where revenue is earned.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Improve Adult mental health clients' Global Assessment for Function (GAF) Scale levels in 24-hour programs	+8 GAF Pts.	+11.04 GAF Pts.	+8 GAF Pts.	+8 GAF Pts.
Improve access to routine outpatient adult mental health assessment by ensuring waiting time does not exceed the following days	12	16.9	14*	14*
Percentage of children and youth receiving services who demonstrated significant improvement on the Child Behavior Check List (CBCL)	46%	46%	46%	46%
Percentage of children receiving services who demonstrate significant improvement on the Child and Adolescent Functional Assessment Skills (CAFAS)	35%	35%	39%	39%
Mental Health Conservator – Number of Conservatorships	1,490	1,467	1,490	1,490
In Home Supportive Services customers remaining independent	95%	95%	95%	95%
Seniors participating in AIS nutrition programs receiving one-third of the required daily nutrition allowance.	13,900	15,404	14,000	14,250

* Conforms with the Board of Supervisors' goal of first outpatient appointment, for all eligible clients, will be no more than two weeks after referral.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
South Region - California Children's Services	129.75	129.75	129.75
Aging & Independence Services	616.25	621.50	621.50
Childrens' Mental Health Services	202.16	222.41	222.41
Contract Operations	13.00	23.00	23.00
Adult Mental Health Services	435.91	454.41	454.41
Total	1,397.07	1,451.07	1,451.07

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
South Region - California Children's Services	\$ 10,604,882	\$ 8,379,355	\$ 11,488,831	\$ 11,803,431
Aging & Independence Services	138,254,856	133,861,418	165,507,042	162,347,942
Childrens' Mental Health Services	94,506,662	84,514,813	108,143,393	108,692,888
Contract Operations	850,223	746,693	1,416,335	1,470,353
Adult Mental Health Services	107,003,350	109,055,107	122,583,776	120,062,001
Ambulance CSA's - Health & Human Svcs.	3,658,332	4,175,092	3,910,942	3,910,942
Medical Institutions Internal Service Fund	1,000	—	—	—
Total	\$ 354,879,305	\$ 340,732,480	\$ 413,050,319	\$ 408,287,557



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 71,986,453	\$ 71,904,786	\$ 82,206,467	\$ 85,446,203
Services & Supplies	245,680,519	238,214,128	291,264,684	283,461,216
Other Charges	36,335,287	30,640,712	39,349,295	39,349,295
Fixed Assets - Equipment	888,975	19,321	291,530	92,500
Expend. Transfers & Reimbursements	(61,657)	(49,218)	(61,657)	(61,657)
Operating Transfers	—	2,749	—	—
Management Reserves	49,728	—	—	—
Total	\$ 354,879,305	\$ 340,732,480	\$ 413,050,319	\$ 408,287,557

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	452,916	2,240,000	140,000
Taxes Current Property	749,835	785,456	779,828	779,828
Taxes Other Than Current Secured	9,199	16,478	9,567	9,567
Fines Forfeitures & Penalties	107,933	195,164	107,933	107,933
Revenue Use of Money & Property	180,797	684,723	180,947	180,947
Charges For Current Services	20,226,731	20,293,721	20,276,994	20,275,056
Intergovernmental Revenue	320,135,407	310,561,246	248,565,740	243,207,085
Miscellaneous Revenues	47,815	1,456,340	2,188,503	1,036,000
Other Financing Sources	—	—	129,014,253	128,805,002
General Revenue Allocation	13,421,588	6,286,436	9,686,554	13,746,139
Total	\$ 354,879,305	\$ 340,732,480	\$ 413,050,319	\$ 408,287,557



Self Sufficiency and Personal Responsibility



Program Description

This Program provides needy persons and families with temporary financial assistance, and works with them to combine the health care, employment services, and other social services they need to become self-sufficient and personally responsible. The program administers the California Work Opportunities and Responsibility to Kids (CalWORKs) program; Welfare to Work employment case management; subsidized child care payment assistance program; foster care payments, recruitment, and investigations; youth Independent Living Skills program; screening and eligibility determination for all other temporary financial assistance programs; Aging and Independence Services, Senior Employment, and Information and Assistance; and the Veterans Service Office. This program is the cornerstone of the County's Self Sufficiency Strategic Initiative.

Mission Statement

To assist individuals and families in achieving financial independence.

2000-01 Accomplishments

- Fulfilled the State requirement to fingerprint 100% of clients requesting welfare assistance.
- Engaged over 47% of employable CalWORKs clients in unsubsidized employment.
- Increased the accuracy rate in the maintenance of Food Stamps caseloads by 3% from the previous year, for a maintained rate of 91.66%, which is higher than the Federal tolerance level of 91.1%. Result is that San Diego County avoided proportional assessment of the \$11.87 million state sanction.
- Used the Information, Assessment and Referral (IAR) process and SMART technology at 20 sites to determine client self-reported needs and refer clients to services.
- Completed 86% of child care payment eligibility determinations within thirty days.
- Provided job retention services that enabled 62% of Welfare to Work participants to remain employed for at least 30 days, and of those who continued on CalWORKs due to low earnings, 64% remained employed for at least 180 days.
- Successfully piloted for the California Department of Social Services, Health-E-Application, a web-based application to electronically enroll pregnant women and children in the Medi-Cal Program and children in the Healthy Families Program.
- Implemented an aggressive and proactive foster parent retention and training program for social workers and foster parents to enhance foster home retention, which resulted in an annual increase of 182 homes (11% increase).
- Completed facility and program design for the San Pasqual Academy; recruited and hired the principal; issued an RFP and selected the residential provider; and initiated a capital campaign through Child Abuse Prevention Foundation.



2001-03 Objectives

Self-Sufficiency

- Engage at least 50% of employable CalWORKs clients in unsubsidized employment.
- Maintain an accuracy rate of 92% or better in the maintenance of Food Stamps caseloads.
- Complete 90% of child care payment eligibility determinations within thirty days.
- Provide job retention services to enable at least 70% of Welfare to Work participants to remain employed for at least 30 days, and 60% to remain employed for at least 180 days.
- 90% of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment will remain off aid for six months or longer.
- Monitor and ensure that 75% of refugees who complete training will achieve employment.
- Increase by 4% the number of veteran's dependents enrolled in the State College Fee Waiver Program.
- Open and operate the San Pasqual Academy as a stable, nurturing environment for foster youth starting in September 2001.

Technology

- Interface the IAR (No-wrong door policy) SMART system with at least three client databases in Fiscal Year 2001-2002, thereby increasing the quality and efficiency in determining client needs and connecting them with services.
- Increase the number of calls to the Aging & Independence Services Call Center by 25%.

Changes from 2000-01 Adopted

Adds 78 staff years for 2001-2002. The most signifi-

cant changes follow:

- Adds 27 staff years to Child Care through mid-year Board action due to caseload growth, Stage 2 and 3 program redesign, and transition of participants from Stage 1 to Stage 2 child care.
- Adds 40 additional staff years to achieve Board policy to increase Medi-Cal participation by 78,000 individuals by December 31, 2002.
- Adds 25 additional staff years for the San Pasqual Academy and for foster care investigations.
- Moves nine staff years from the Self Sufficiency program to other programs in the Health and Human Services Agency.
- Deletes five staff years in the Welfare to Work Program.

Adds \$17.1 million in expenditures for 2001-2002:

- \$3.1 million for step increases and salary adjustments for existing staff;
- \$2.9 million for Salaries and Benefits for the additional 78 staff years;
- \$2.3 million for increased Aid payments;
- \$6.5 million for service and supplies (including increased IT costs, utilities, maintenance, and rents and leases).
- \$2.2 million under service and supplies for the Refugee Employment Services contracts as approved by the Board on 04/03/01 (6).

Adds \$8.8 million in revenue for 2001-2002. The total increase in revenue is less than expenditures because established revenue was redistributed within the Health and Human Services Agency programs to more accurately reflect where revenue is earned.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Percent of employable CalWORKs recipients with earned income	47%	50%	50%	50%
Percent of Child Care payment eligibility determinations completed within 30 days	90%	86%	90%	90%
Percent of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for 6 months	20%	92%	90%	90%
Food Stamps payment accuracy rate	92%	91.66%	92%	92%
Percent of Independent Living Skills (ILS) Participants who complete High School or obtain a GED	65%	61%	63%	63%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	549.16	534.16	534.16
East Region	358.41	391.41	391.41
North Central Region	418.58	481.08	481.08
North Coastal Region	182.00	178.50	178.50
North Inland Region	177.00	178.50	178.50
South Region	201.50	201.00	201.00
Aging & Independence Services	4.00	4.00	4.00
Contract Operations	64.00	64.00	64.00
Policy and Program Support	7.00	7.00	7.00
Total	1,961.65	2,039.65	2,039.65

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	\$ 90,293,441	\$ 78,896,778	\$ 89,096,766	\$ 90,419,192
East Region	111,217,200	106,847,868	119,671,795	120,151,816
North Central Region	104,679,236	104,651,517	116,390,186	112,595,060
North Coastal Region	19,968,524	20,065,491	20,183,451	20,550,705
North Inland Region	31,642,778	21,171,576	29,970,120	31,569,755
South Region	58,902,152	45,197,318	58,733,977	59,606,169
Aging & Independence Services	720,530	740,029	753,566	765,198
Contract Operations	10,177,988	8,563,369	11,163,875	10,786,723
Policy and Program Support	6,701,571	11,176,235	5,406,122	5,425,539
Total	\$ 434,303,420	\$ 397,310,184	\$ 451,369,858	\$ 451,870,157



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 79,741,857	\$ 77,140,006	\$ 85,785,210	\$ 89,821,916
Services & Supplies	43,263,922	38,052,420	52,005,287	48,495,755
Other Charges	311,288,641	282,006,648	313,552,486	313,552,486
Fixed Assets - Equipment	9,000	—	26,875	—
Operating Transfers	—	111,108	—	—
Total	\$ 434,303,420	\$ 397,310,184	\$ 451,369,858	\$ 451,870,157

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Revenue Use of Money & Property	250,000	196,209	250,000	250,000
Charges For Current Services	195,000	(2,038)	196,350	196,350
Intergovernmental Revenue	464,687,677	419,342,104	457,653,326	455,052,830
Miscellaneous Revenues	2,942,329	1,403,310	3,727,873	3,764,240
Other Financing Sources	—	—	15,052,180	15,048,610
General Revenue Allocation	(33,771,586)	(23,629,401)	(25,509,871)	(22,441,873)
Total	\$ 434,303,420	\$ 397,310,184	\$ 451,369,858	\$ 451,870,157



Program Description

This program is mandated by State law to receive referrals, investigate, assess, and provide services to children, families, and adults who are at risk for abuse, neglect, and exploitation. The program administers Child Protective Services, Adult Protective Services, Ombudsman Program, Commission on Children, Youth and Families, Office of Violence Prevention, Critical Hours, Juvenile Diversion, and the Family Home Visiting Project. This program contributes primarily to the County's Crime Prevention Strategic Initiative. Safe Communities organizes parents, providers, and other community leaders to prevent and reduce the effects of child and adult abuse, neglect and exploitation.

Mission Statement

To reduce abuse, neglect and exploitation of children, families and adults through coordinated community efforts.

2000-01 Accomplishments

- Investigated 90% of all Adult Protective Services reports alleging abuse within ten days of the initial report.
 - Provided more than 500 presentations to the community through Adult Protective Services Outreach and Education.
 - Conducted two Ombudsman visits to all skilled nursing facilities.
 - Investigated 100% of all reports of abuse through the Ombudsman program in each of the 100+ Skilled Nursing Facilities.
 - Provided two regional Commission on Children, Youth and Families public forums for the discussion of issues related to children, youth and families.
 - Developed and implemented a comprehensive transitional housing program in South Bay and North County to serve foster youth exiting foster care.
 - Expanded relative/kinship support services into North Central and North Coastal regions through contracts with community based organizations.
- Expanded kinship support services for CalWORKs eligible families in all six regions through community based organizations.
 - Increased from the previous year by 350% the number of Family Unity referrals to families upon initial out-of-home detention through collaborative efforts and protocols with Juvenile Court.
 - Implemented the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) program at the Polinsky Children's Center.
 - Collaborated with San Diego State University Foundation to provide best practice model training for foster support services.
 - Implemented a monthly review process of Child Protective Services reports to ensure timely corrective action procedures.
 - Secured funding through Crime Prevention Act 2000 to sustain delinquency prevention grants in five communities targeting 940 at-risk youth.
 - Continued to maintain Critical Hours program efforts to engage middle school age youth in enriching and safe after school activities. Over 35,000 youth have participated in the Critical Hours program since the program initiated in 1997. Programs are on target for achieving their 2000-01 outcomes for the contract period ending August 31, 2001.



2001-03 Objectives

Self Sufficiency

- Increase the percentage of graduating-age foster youth who receive a high school diploma or equivalent.
- Develop additional transitional housing opportunities and services for emancipated foster youth.
- Reduce the need for out-of-home placements for children and increase the use of relative placements when out-of-home placements are required.

Health and Wellness

- Provide four regional Commission on Children, Youth and Families forums for the discussion of issues related to children, youth, and families.
- Implement a Child Assessment Network in North San Diego County to allow children brought into protective custody to remain in their own community and reduce the number of North County children detained at Polinsky Children's Center.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children through a comprehensive planning effort.
- Achieve 100% of the State target for the number of children placed in adoptive homes (2000-2001 target was 648).
- Maintain Critical Hours program efforts to engage a minimum of 8,000 middle school age youth in enriching and safe after school activities.
- Conduct two visits by the Ombudsman to all Skilled Nursing Facilities.

Crime Prevention

- Close 95% of all Adult Protective Services cases within 12 months.

- Provide 500 Adult Protective Services community education presentations.
- Investigate 90% of allegations of elder abuse within ten days of initial report.
- Investigate 100% of all reports of abuse in each of the 100+ Skilled Nursing Facilities.
- No more than 25% of the Adult Protective Services cases will be re-referred within six months of closing.
- Establish an Adult Protective Services unit in the La Mesa area, co-located with IHSS.
- Ensure that 80% of youths, ages 8 to 17, who received Juvenile Diversion services, will have no contact with the juvenile justice system, as measured by case records at six-month follow-up.
- Expand from one pilot Domestic Violence Response Team to six; one in each Health and Human Services Agency region.
- Increase the percentage of children in the Child Protective Services system who are safely reunited with their families within twelve months.
- Increase the placement alternatives for children who cannot safely return home.

Changes from 2000-01 Adopted

Adds 152 staff years for 2001-2002. The most significant changes follow:

- Adds 141 staff years for Child Welfare Services through mid-year Board action to increase basic child protection services and reduce likelihood of out-of-home placement.
- Adds two staff years for Child Welfare Services through mid-year Board action to implement the AB 1913 Schiff-Cardenas Crime Prevention Act of 2000.
- Adds one additional staff year to Child Welfare Services through mid-year Board action to support the Health-E-Application, a web-based application



to electronically enroll pregnant women and children in the Medi-Cal Program and children in the Healthy Families Program.

- Moves ten staff years from other programs within the Agency.
- Deletes two staff years from Child Welfare Services.

Increases expenditures by \$22.7 million for Fiscal Year 2001-2002:

- \$4.7 million for step increases and salary adjustment for existing staff.
- \$8.5 million for Salaries and Benefits for additional 154 staff years.

- \$9.2 million increase in services and supplies for: increased IT costs, utilities, maintenance, and rents and leases; and increased contract costs for services including the North County Child Assessment Network, Office of Traffic Safety Grant services, Child Welfare Services staff development and training, Child Welfare Services contract services to provide ancillary services to assist with adoptive and post-adoptive services, and Adult Protective Services to address caseload growth.

Adds revenue of \$ 22.7 million, primarily as a result of moving revenues into the programs where they are earned.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Number of face to face Adult Protective Services investigations	2,800	5,250	4,200	4,800
Percentage of Adult Protective Services cases closed within twelve months	95%	90%	95%	95%
Percentage of clients with no contact with the juvenile justice system	80%	87%	80%	80%
Percentage of children removed from home that will maintain family ties by being placed with relatives	40%	40%	40%	40%
Number of new unduplicated attendees in the Critical Hours program	4,000	5,272	4,000	4,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	182.00	197.00	197.00
East Region	113.00	130.00	130.00
North Central Region	698.00	760.00	760.00
North Coastal Region	79.00	94.00	94.00
North Inland Region	81.00	92.00	92.00
South Region	83.00	109.50	109.50
Aging & Independence Services	96.00	96.00	96.00
Policy and Program Support	32.50	39.00	39.00
Strategy and Planning Division	4.00	3.00	3.00
Total	1,368.50	1,520.50	1,520.50

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	\$ 10,183,225	\$ 10,845,704	\$ 12,611,244	\$ 13,200,080
East Region	6,677,428	6,053,758	8,623,294	8,580,512
North Central Region	69,680,175	76,356,964	81,032,469	81,412,186
North Coastal Region	5,010,476	5,070,841	6,889,939	7,167,235
North Inland Region	4,829,302	4,880,897	5,840,218	6,326,301
South Region	6,093,813	6,214,856	7,776,621	8,050,860
Aging & Independence Services	6,879,855	6,193,454	8,646,897	8,919,731
Contract Operations	6,762,995	6,842,983	4,825,756	4,778,028
Policy and Program Support	7,304,332	3,916,795	9,955,764	10,068,456
Strategy and Planning Division	855,414	1,040,809	852,588	863,248
Total	\$ 124,277,015	\$ 127,417,065	\$ 147,054,790	\$ 149,366,637



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 69,092,147	\$ 67,512,374	\$ 82,303,382	\$ 86,033,411
Services & Supplies	31,237,707	29,463,690	40,460,694	39,613,713
Other Charges	23,359,008	30,285,063	23,369,514	23,369,513
Fixed Assets - Equipment	588,153	155,937	921,200	350,000
Total	\$ 124,277,015	\$ 127,417,065	\$ 147,054,790	\$ 149,366,637

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	650,000	—
Fines Forfeitures & Penalties	67,267	67,267	67,267	67,267
Charges For Current Services	1,448,168	1,516,390	1,448,168	1,448,168
Intergovernmental Revenue	119,948,976	114,837,975	136,056,189	135,523,103
Miscellaneous Revenues	180,671	403,807	415,958	415,602
Other Financing Sources	—	—	6,298,499	5,794,760
General Revenue Allocation	2,631,933	10,591,626	2,118,709	6,117,737
Total	\$ 124,277,015	\$ 127,417,065	\$ 147,054,790	\$ 149,366,637



Program Description

Healthy Communities encompasses community focused health programs and services for improving the overall quality of life for our residents. Services are targeted for infants, children, youth, adults, families, the elderly, and disabled. Healthy Communities' services promote perinatal care, well child exams, immunizations, public health protection, chronic disease management, nutrition, preventive health care for the aging, Emergency Medical Services, and general community-based prevention services. This program contributes primarily to the County's Health and Wellness, and Self Sufficiency Strategic Initiatives.

Mission Statement

Through partnerships, promote, enhance, and sustain the health and well being of individuals, families and communities.

2000-01 Accomplishments

- Reduced infant mortality rate to 5.2 (deaths/births x 1,000) for the general population and 10.6 for African-Americans by providing perinatal access and services.
- Monitored and ensured that 90% of all first graders met the State school health related entrance exam requirements so they are healthy and ready to learn. With community partners, linked 50,000 uninsured children to comprehensive primary and preventive health care at a cost affordable to their families.
- Recruited/maintained 400 dental professionals to provide emergency dental services to children through the Share the Care Children's Dental Program.
- Maintained immunization rates of school entrants at 98% or above.
- Achieved full immunization of at least 86% of two-year-olds.

- Increased County Medical Services' (CMS) contracted hospital reimbursement rates to Medi-Cal rates and contracted with Palomar/Pomerado Hospital District to provide CMS inpatient coverage in the North County.
- Implemented a chronic disease management program for CMS patients with diabetes.
- Expanded CMS eligibility to 100% of the Federal Poverty Level.
- Implemented a centralized toll-free number for CMS patient eligibility appointments.
- Completed 60 site audits and 600 medical chart audits at the Probation Department's Juvenile Hall and Camps, and 24 site audits and 240 medical chart audits at the Agency's Polinsky Children's Center to ensure compliance with the contract to provide medical services at these locations.

2001-03 Objectives

Health and Wellness

- Provide information and referral services to 6,500 clients annually through San Diego Kids Health Assurance Network (SD-KHAN).
- Monitor and ensure that 90% of all first graders meet the State school health related entrance exam requirements so they are healthy and ready to learn.



- Serve 14,000 patients through the Child Health Disability Prevention (CHDP) Treatment Reimbursement Program.
- Recruit/maintain 400 dental professionals annually to provide emergency dental services to children through the Share the Care Children's Dental Program.
- Provide approximately \$12 million in HIV/AIDS prevention, care, and treatment services through contracted community based providers.
- Provide screening, enrollment, and recertification services to approximately 1,200 clients per year receiving medications valued at \$13 million through State-funded AIDS Drug Assistance Program (ADAP).
- Implement Phase III of the Long Term Care Integration Project with a focus on the service delivery model, which creates a 'no wrong door' approach by integrating multiple client and administrative services. Initial goal is to complete cost and data analysis and develop an approved plan to meet the long-term care needs of the elderly population.
- Monitor and ensure that 80% of disputes handled with Alternative Dispute Resolution Services result in successful agreements. These include a wide range of disputes, including neighborhood problems, real estate disputes, and trans-border affairs, which are settled through mediation or conciliation and result in alleviating court congestion thereby reducing County costs.
- Implement County Medical Services expansion and service enhancements.
- Utilizing a Wellness Nurse from Children's Hospital, follow up on children released from Juvenile Hall to ensure that they receive quality medical care. Complete 120 chart reviews to see that children are getting necessary medical care.

- Conduct disaster training across the Agency to ensure preparedness for an emergency incident.

Technology

- Improve public health information management by implementing the Public Health Information System (PHIS).

Changes from 2000-01 Adopted

Reduces four positions for the Program. (This is the net result of a decrease of five positions and an increase of one position.)

Increases expenditures by \$13.6 million for Fiscal Year 2001-2002:

- \$2 million for step increases and salary adjustments for existing staff.
- \$0.5 for new staff and anticipated reclassification costs.
- \$11.1 million for services and supplies, fixed assets and other charges for the following: \$2.8 million for HIV/AIDS related services; \$0.2 million for HIV Testing Survey and Aids Master Grant HIV Testing Services as approved by the Board on 05/22/01 (6); \$0.5 million for the Advanced Life Support Services contracts serving East County and Otay Mesa, as approved by the Board on 05/22/01 (4); \$2.3 million for program enhancements in TB, Immunizations, etc.; \$1.7 million for California Healthcare for Indigents Program (CHIP); and, \$3.6 million for miscellaneous program and Internal Service Fund increases.

Increases total revenue by \$11.5 million.

Increases general revenue allocation by \$2 million, which is offset by decreases in other Programs within the Health and Human Services Agency.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Number of CHDP screenings facilitated	176,000	201,335	176,000	176,000
Number of SD-KHAN phone line referrals	N/A	N/A	8,000	8,000
Number of patients served through the CHDP treatment-reimbursement program	N/A	N/A	14,000	14,000
Number of volunteer dental professionals recruited/maintained to provide emergency dental services to children through STC Dental	N/A	400	400	400
Number of immunizations, excluding influenza, provided to all age groups by County and contract agencies	400,000	487,700	420,000	420,000
Number of TB skin tests, X-rays, chemoprophylaxis treatments, and clinic examinations	51,550	55,700	53,097	53,100
Number of primary care clinic visits per unduplicated user	3.75	3.74	3.75	3.75
Number of HIV prevention outreach contacts	3,800	5,422	4,020	4,020
Number of HIV tests	N/A	N/A	16,800	16,800



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	33.00	35.00	35.00
East Region	29.50	30.50	30.50
North Central Region	111.50	112.50	112.50
North Coastal Region	28.00	28.00	28.00
North Inland Region	25.00	25.00	25.00
South Region	26.50	25.50	25.50
Contract Operations	6.00	4.00	4.00
Policy and Program Support	25.00	24.00	24.00
Office of Public Health	275.66	271.67	271.67
Total	560.16	556.17	556.17

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	\$ 2,025,370	\$ 1,773,661	\$ 2,593,442	\$ 2,675,180
East Region	2,001,218	1,815,010	2,134,556	2,211,945
North Central Region	6,080,169	5,316,939	6,602,005	6,836,642
North Coastal Region	1,801,984	1,636,001	1,841,762	1,898,594
North Inland Region	1,576,219	1,477,282	1,742,538	2,083,418
South Region	1,657,683	1,499,590	1,751,428	1,810,310
Contract Operations	488,087	454,249	405,550	415,846
Policy and Program Support	62,380,185	59,825,526	67,006,023	67,072,424
Aging and Independent Services	57,762	36,394	6,983	6,983
Office of Public Health	55,045,661	48,620,108	62,605,518	61,650,499
Total	\$ 133,114,338	\$ 122,454,765	\$ 146,689,805	\$ 146,661,841



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 31,097,892	\$ 28,057,790	\$ 33,570,148	\$ 34,981,125
Services & Supplies	100,204,682	92,865,172	110,153,021	109,818,445
Other Charges	1,742,948	1,332,435	2,733,621	1,809,121
Fixed Assets - Equipment	124,666	25,860	288,865	109,000
Expend. Transfers & Reimbursements	(55,850)	—	(55,850)	(55,850)
Operating Transfers	—	173,507	—	—
Total	\$ 133,114,338	\$ 122,454,765	\$ 146,689,805	\$ 146,661,841

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Taxes Other Than Current Secured	—	—	1,000,000	—
Licenses Permits & Franchises	191,507	31,645	191,507	191,507
Fines Forfeitures & Penalties	4,077,690	1,786,853	2,850,219	2,848,636
Charges For Current Services	6,113,603	5,344,143	5,692,344	5,696,113
Intergovernmental Revenue	116,840,462	110,335,649	62,142,754	61,354,230
Miscellaneous Revenues	863,047	870,623	1,191,100	1,194,997
Other Financing Sources	—	—	66,551,792	66,805,477
General Revenue Allocation	5,028,029	4,085,852	7,070,089	8,570,881
Total	\$ 133,114,338	\$ 122,454,765	\$ 146,689,805	\$ 146,661,841



Program Description

This program plans, develops, and operates comprehensive prevention and intervention services throughout the community. This is accomplished in partnership with other jurisdictions and numerous private and public agencies, organizations, groups, and individuals. This program contributes toward the County's Crime Prevention and Health and Wellness Strategic Initiatives by administering various alcohol and drug prevention, education, treatment, and recovery activities. Other services are aimed specifically at children and adolescents. These include Tobacco Education and Prevention and Health Promotion.

Mission Statement

Promote the health and quality of life for children and families leading to positive lifestyles.

2000-01 Accomplishments

- Expanded the Countywide preventive Screening and Brief Intervention (SBI) program for alcohol and drug problems within healthcare settings through new partnership with Tri-City Medical Center.
- Partnered with the Methamphetamine Strike Force to implement the Vista Partners Project, through Operation House Call, an innovative monitoring program for people on summary probation with alcohol and drug problems.
- Funded eleven community-based collaborations focused on alcohol and substance abuse, each having an average of twelve partner agencies, and provided prevention strategies to reduce teen binge drinking and marijuana use.
- Established partnerships with parents through Substance Abuse Summit VI, emphasizing the role of parents in influencing youth behaviors around alcohol and other drug use.
- Received a grant of \$2,969,188 over four years from the State to help fund the Drug Court program in the Central, East County, North County, and South County divisions of Superior Court.
- Established and awarded 20 mini-grants totaling \$111,061 for community-based agencies to conduct tobacco education and outreach programs. Twelve of the 20 mini-grants totaling \$50,295 were targeted at the youth population, four mini-grants totaling \$27,354 were targeted at youth and young adults and four grants totaling \$33,412 were targeted at adults.
- Awarded six grants totaling \$31,556 to community-based agencies/organizations to provide smoking cessation services to youth and adults.
- Received a \$120,562 Nutrition and Physical Activity Campaign grant from the State Department of Health Services for the implementation of a community awareness campaign.



2001-2003 Objectives

Health and Wellness

- Increase the capacity of the system and the overall number of clients placed in residential and non-residential treatment for substance abuse problems by 5%.
- Provide funding for community-based agencies/organizations to provide chronic disease prevention education to communities with health disparities.
- Provide funding from Tobacco Settlement funds for community-based agencies/organizations for smoking cessation services to 2,500 youth and adults.
- Partner with the San Diego Padres and local radio stations to provide tobacco education to over 150,000 youth.
- Secure funds to develop health promotion programs which address chronic disease prevention.

Crime Prevention

- Increase funding for Drug Court to expand services consistent with the Drug Offender accountability program.
- Implement Proposition 36, Substance Abuse and Crime Prevention Act of 2000 by providing treatment services, in collaboration with the Public Safety Group, to an estimated 5,000 eligible County probationers and State parolees in lieu of placement in State prison or local custody.
- Implement AB 1913, Crime Prevention Act (CPA) of 2000, in collaboration with the Public Safety Group, by providing juvenile justice prevention and graduated sanctions programs to reduce delinquency and juvenile crime.

Changes from 2000-01 Adopted

Adds ten staff years in 2001-2002. The most significant changes follow:

- Adds nine staff years through mid-year Board action for the implementation of Substance Abuse Crime Prevention Act of 2000 and Crime Prevention Act (CPA) of 2000.
- Adds one staff year for the supervision of health promotion services, including physical activity and nutritional programs.

Increases expenditures by \$10.5 million for Fiscal Year 2001-2002:

- \$0.4 million for step increases and salary adjustment for existing staff;
- \$0.7 million for Salaries and Benefits for additional ten staff years;
- \$9.1 million increase in services and supplies for: increased contracted services for the implementation of Substance Abuse Crime Prevention Act of 2000 and expanded services for Drug Court; and, increased Professional and Specialized Services for health promotion activities such as procurement and distribution of a wellness information, tobacco education, prevention and smoking cessation.

Increases intergovernmental revenues by \$11 million.

Decreases general revenue allocation by \$1.6 million due to redistribution of established revenue within the Health and Human Services Agency programs to more accurately reflect where revenue is earned.



Performance Measures	2000-01 Adopted *	2000-01 Actual	2001-02 Projected	2002-03 Projected
Clients placed in residential and non-residential treatment	N/A	13,554	17,054	17,907
Residential treatment capacity in bed days	N/A	354,295	379,845	569,837
Clients with 30 days or more in treatment successfully completing treatment	N/A	3,575	3,685	3,869
Clients completing detox and referred/placed in treatment	N/A	3,208	3,260	3,425
Clients are alcohol and drug free 6 months after treatment	N/A	1,160	1,260	1,325

* The Performance Measures data for 2000-01 Adopted were incorrectly stated in the CAO Proposed Operational Plan as these apply beginning FY 2001-02. The projections for FY 2001-02 and 2002-03 were adjusted accordingly to reflect data relative to these performance measures.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	3.00	3.00	3.00
East Region	3.00	3.00	3.00
North Central Region	3.50	4.50	4.50
North Coastal Region	3.00	3.00	3.00
North Inland Region	3.00	3.00	3.00
Prop 10	11.00	11.00	11.00
South Region	3.00	3.00	3.00
Contract Operations	9.00	8.00	8.00
Policy and Program Support	21.00	30.00	30.00
Office of Public Health	10.50	11.50	11.50
Total	70.00	80.00	80.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Region	\$ 193,961	\$ 184,340	\$ 188,986	\$ 201,864
East Region	192,011	168,962	194,570	204,850
North Central Region	221,142	142,670	302,568	314,625
North Coastal Region	204,366	188,209	201,005	211,306
North Inland Region	214,497	146,449	202,950	213,570
Prop 10	1,797,564	606,340	740,873	780,931
South Region	177,824	164,323	201,015	208,142
Contract Operations	575,402	461,343	558,918	589,165
Policy and Program Support	40,224,898	38,734,951	49,027,084	48,924,928
Office of Public Health	4,184,345	1,684,948	6,863,092	4,332,543
Total	\$ 47,986,010	\$ 42,482,538	\$ 58,481,061	\$ 55,981,924



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 4,011,409	\$ 3,521,579	\$ 5,037,680	\$ 5,277,713
Services & Supplies	44,289,784	39,435,551	53,437,198	50,722,841
Fixed Assets - Equipment	—	—	24,813	—
Expend. Transfers & Reimbursements	(315,183)	(474,592)	(18,630)	(18,630)
Total	\$ 47,986,010	\$ 42,482,538	\$ 58,481,061	\$ 55,981,924

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Taxes Other Than Current Secured	1,697,146	509,917	876,839	921,317
Fines Forfeitures & Penalties	100,000	46,277	100,000	100,000
Charges For Current Services	268,543	364,123	315,000	315,000
Intergovernmental Revenue	39,046,401	39,290,171	50,000,037	47,588,219
Miscellaneous Revenues	375,346	247,131	275,687	275,864
Other Financing Sources	—	—	2,021,704	1,702,088
General Revenue Allocation	6,498,574	2,024,919	4,891,794	5,079,436
Total	\$ 47,986,010	\$ 42,482,538	\$ 58,481,061	\$ 55,981,924



Program Description

The Administrative Support program provides support services to the Health and Human Services Agency, including general management, strategic planning, program development, budget, accounting, claiming, revenue development, procurement, facilities management, human resource activities including personnel, payroll and training, information services and contract operations.

Mission Statement

To provide high quality support services facilitating excellence in the delivery of health and human services to the residents of San Diego County.

2000-01 Accomplishments

- Completed and submitted reimbursement claims and required cost reports to State, Federal, and other funding agencies by the deadline. Completed and mailed 552 Assistance Claims and four Administrative Quarterly Expense Claims for reimbursement.
- Processed 6,142 requests for child support contribution adjustments and prepared 2,387 statements of public assistance paid to client for District Attorney and other requesters' use in child support activities.
- Processed 54 Requests for Proposals to meet the Agency's service delivery goals.
- Processed 624 contract renewals or amendments.
- Completed 95% of total new hires background verifications within 10 working days.
- Updated and made available online, 100% of designated policies in the HHSA Administrative Manual.
- Implemented an Agency strategic planning process and issued a five-year strategic plan.

2001-03 Objectives

Fiscal Stability

- Transform Agency's accounting and business processes to new procedures to conform with Oracle Financial Enterprise Resource Planning implementation.
- Complete and mail State Assistance and Administrative Claims by the deadline.
- Process contractor claims for reimbursements within 15 days of receipt.
- Provide orientation for new contractors on contracting processes and procedures within 60 days of executed contract.

Technology

- Provide monthly employee training forums for the successful implementation and integration of the Performance Management, Human Resources, and Financial Enterprise Resource Planning tools.

Human Resources Modernization

- Update the Agency's Administrative Manual to reflect the Enterprise Resource Planning releases.
- Complete new hires background verifications within 10 working days.

Changes from 2000-01 Adopted

Adds 24 staff years for Fiscal Year 2001-2002. The most significant changes follow:

- Adds seven staff years through mid-year Board actions for fiscal support to approved programs.



- Adds five staff years for information technology coordination, cost tracking and enhancement projects (CALWIN).
- Adds five additional staff years for revenue enhancement, program evaluation and strategy development for the Agency.
- Moves seven staff years from other programs within the Agency to Administrative Support programs.

Increases expenditures by \$11.6 million for Fiscal Year 2001-2002:

- \$3 million for step increases and salary adjustment for existing staff.
- \$1.8 million for Salaries and Benefits for additional 24 staff years.
- \$6.8 million increase in services and supplies for the following: increase contracted services for National Caregiver Support Program , Critical Hours and Outreach , ADA Projects, Partnership for Health, and Aging and Independence Services Title III contracts; increase in consultant contracts for grantmanship and for the development and

maintenance of applications not supported by the County's contract with Pennant Alliance such as the Health Insurance Portability and Accountability system (HIPAA), the Public Health Information System (PHIS), and the SMART Information, Assessment and Referral system that links to all other applications for automated referrals ("no wrong door" system); adds Major Maintenance ISF for remodeling of Kearney Mesa Family Resource Center for the moves of Records Room and Training Center and remodeling of North Coastal Regional Center; transfer of dollars for management reserves, capital projects, minor equipments from Administrative Support to other Health and Human Services Agency programs.

Reflects significant revenue increases in State Aid-Area Agency on Aging (\$.9 million), CalWORKs Incentives (\$5.3 million), and Child Welfare Services (\$1.2 million), Tobacco Settlement Funds(\$1 million), Fed Admin Welfare to Work(\$ 3.2 million).

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Complete and mail State Assistance and Administrative Claims by deadline.	100%	100%	100%	100%
Percentage of new hire background checks that are completed within 10 working days.	90%	95%	90%	90%
Reissue an on-line administrative manual to reflect ERP releases.	100%	100%	100%	100%
Timely processing of contractor claims for reimbursement	90%	90%	90%	90%
New contractors oriented within 60 days of Performance Monitoring's receipt of executed contracts.	95%	95%	95%	95%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Agency Executive Office	20.00	17.00	17.00
Central Region	12.00	13.00	13.00
East Region	11.00	7.00	7.00
North Central Region	14.50	14.50	14.50
North Coastal Region	6.00	6.00	6.00
North Inland Region	4.00	5.00	5.00
South Region	9.00	10.00	10.00
Aging & Independence Services	34.00	25.00	25.00
Finance	192.00	208.00	208.00
Human Resources	65.00	65.00	65.00
Information Technology	8.00	13.00	13.00
Office of Public Health	8.00	14.00	14.00
Policy and Program Support	156.25	161.25	161.25
Strategy and Planning Division	21.00	26.00	26.00
Total	560.75	584.75	584.75

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Agency Executive Office	\$ 11,571,243	\$ 3,416,866	\$ 11,417,775	\$ 11,365,393
Central Region	3,403,141	2,502,484	2,865,513	1,186,163
East Region	3,118,533	2,800,486	2,748,792	1,142,890
North Central Region	6,614,471	4,681,202	5,121,161	2,961,167
North Coastal Region	1,962,495	1,522,482	1,275,029	739,822
North Inland Region	2,105,012	1,492,784	1,815,397	999,637



Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
South Region	5,062,628	4,836,539	3,750,914	3,098,237
Aging & Independence Services	5,473,177	3,763,868	8,008,271	5,630,563
Finance	21,611,071	18,739,458	23,651,527	22,886,771
Human Resources	5,167,237	4,312,380	5,246,664	5,414,920
Information Technology	24,374,870	16,896,669	29,802,622	20,332,209
Office of Public Health	1,749,350	1,503,342	2,190,163	2,232,264
Policy and Program Support	19,193,882	17,625,790	22,935,306	23,057,450
Contract Operations	2,850,889	3,180,095	2,755,895	2,755,895
Strategy and Planning Division	1,975,449	1,699,217	4,249,022	3,361,997
Total	\$ 116,233,448	\$ 88,973,669	\$ 127,834,051	\$ 107,165,378

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 27,656,057	\$ 27,482,580	\$ 32,491,619	\$ 33,509,278
Services & Supplies	85,957,662	61,122,672	93,984,431	72,728,574
Other Charges	154,574	480	228,174	74,574
Fixed Assets - Equipment	1,350,380	242,105	500,099	223,224
Expend. Transfers & Reimbursements	—	(6,446)	—	—
Operating Transfers	—	132,277	—	—
Management Reserves	1,114,775	—	629,728	629,728
Total	\$ 116,233,448	\$ 88,973,669	\$ 127,834,051	\$ 107,165,378



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	7,594,171	7,594,171	7,344,171	—
Licenses Permits & Franchises	523,000	495,065	523,000	523,000
Fines Forfeitures & Penalties	—	20,746	—	—
Revenue Use of Money & Property	—	931	—	—
Charges For Current Services	758,993	729,804	812,487	812,487
Intergovernmental Revenue	49,762,028	53,170,783	45,083,657	31,099,525
Miscellaneous Revenues	6,745,841	7,845,763	1,121,145	9,562,716
Other Financing Sources	—	14,230	24,494,866	26,173,970
General Revenue Allocation	50,849,415	19,102,176	48,454,725	38,993,680
Total	\$ 116,233,448	\$ 88,973,669	\$ 127,834,051	\$ 107,165,378

Land Use & Environment Group

Land Use & Environment Group

**Land Use & Environment Group Summary &
Executive Office**

**San Diego Geographic Information Source
(SanGIS)**

Trade & Business Development

Agriculture, Weights and Measures

Air Pollution Control District

Environmental Health

Farm & Home Advisor

Parks and Recreation

Planning and Land Use

Public Works



Group Description

The Land Use and Environment Group unifies the County's efforts in environmental conservation, environmental land use planning, environmental safety, consumer and public health protection, land use and economic development, and infrastructure development and maintenance. Staff in the Group work every day to preserve and enhance our environment, provide recreational opportunities, provide stewardship for many of our most important environmental assets, encourage responsible development including infrastructure, improve air quality, foster economic growth, and enforce local, State, and federal laws that protect our quality of life.

Mission Statement

To unify the County's efforts in Environmental Preservation, Quality of Life, Economic Development, Education and Recreation.

2000-01 Accomplishments

Key Achievements

- Sound business principles have been sustained, all Land Use & Environment Group (LUEG) departments are structurally and functionally in balance, and all met their Quality First and performance goals.

Parks and Recreation

- Expended \$4,321,000 for the purchase of priority parcels in Volcan Mountain, Lusardi Creek, Lakeside Archipelago, Tijuana River Valley, Wright's Field, Escondido Creek, and Otay Valley Regional Park.
- Completed family restroom projects at Lake Jennings, Dos Picos, Pine Valley, Lindo Lake, Vallecito, Otay Lakes, San Dieguito, and Live Oak Parks.
- Completed 14 additional park projects within existing local parks using PLDO, Community Development Block Grant (CDBG), and General Funds.

Environmental Health

- Obtained overwhelming stakeholder support and unanimous Board approval of fee adjustments effective July 1, 2001 for full cost recovery.
- Completed more graded retail food establishment inspections (over 24,000) than any other California City/County local Environmental Health Department.
- Completed the Regional Clean Water Strategic Plan and coordinated the drafting of model program plans and ordinances through a collaborative effort with leaders in the stormwater community.
- Sponsored legislation (AB 2488), which passed to ease redundant review of hazardous materials business plan information.

Planning & Land Use

- Continued General Plan 2020 with testing and analysis of land use alternatives and Board endorsement of development standards. Commenced work on three alternative land use concepts. Community outreach increased.
- Developed work program and strategy for comprehensive zoning ordinance update and commencement of Phase I.
- Completed and Presented Multiple Species Conservation Plan (MSCP) Annual Reports for 1998/1999 and 1999/2000 to the Board of Supervisors and the Public.



- Created MSCP Website www.scdplu.org with links to other Departments' MSCP activities.
- Implemented Supervisor Roberts' Neighborhood Code Compliance Program – Administrative Citation Program.
- Implemented Construction Stormwater Permit procedures and enforcement.

Air Pollution Control District

- Did not exceed the federal one-hour ozone standard during 2000.
- Allocated \$4 million dollars to Vehicle Registration projects, reducing 535 tons of harmful emissions.
- Developed a program used as a national model to create mobile source emissions credits (MERC) for offsetting emissions from stationary sources such as power plants.
- Issued Otay Mesa power plant permit, providing high-priority permitting for energy-related projects
- Worked California Independent Service Operator (Cal ISO) to develop emergency generator policy, and unilaterally implemented the policy in the absence of timely Cal ISO action.
- Approved construction permits for eight new small power plants on an expedited basis without compromising air quality, public health, compliance with emission standards or opportunities for public review and comment.

Agriculture, Weights & Measures

- Initiated a new program to control Pierce's Disease, Glassy Winged Sharpshooter (GWSS), to work with other County Agricultural Commissioners, the California Department of Food and Agriculture, the United States Department of Agriculture, as well as local industry, to respond to the threat that GWSS poses to crops and to keep this pest from traveling to Northern California.

- Joined statewide surveillance network for West Nile Virus, which is potentially lethal to both animals and humans.
- Enhanced management practices and improved employee morale by strengthening communication through executive participation at all enforcement program meetings.
- Conducted an 18-month study of point-of-sale pricing (scanners) accuracy and reported results to the Board of Supervisors. Also, revised instructions to simplify registration of point-of-sale devices.

Public Works

- Enhanced stormwater quality efforts by: increasing stormwater enforcement at permitted construction sites; established two full-time stormwater action teams; considering design of natural channels where appropriate; initiated 50% increase in cleaning of drainage facilities; increased use of Best Management Practices at DPW facilities and in DPW operations.
- Awarded contracts that will accomplish \$14 million in road resurfacing and culvert repairs, within 12 months of receiving AB2928 funds.
- Achieved \$2 million in one-time cost savings and \$2 million in recurring savings through comprehensive Roads Management Review.
- Successfully negotiated agreements with Rincon, San Pasqual and Pauma Bands of Indians for contribution of \$14.6 million for roadway improvements to mitigate casino impacts.

Farm & Home Advisor

- Maintained Cooperative Agreement with the University of California for County cost of 8% of the total cost of program provided. County budget dollars of \$536,223 (8%) leveraged an additional \$445,145 (10%) from USDA, \$1,880,215 (42%) from the University of California, and \$1,910,715 (40%) from outside funded contracts and grants.



- Volunteer hours for the department translated to 190 F.T.E. (\$5,430,050) to support department programs.
- Over 485,000 mailings/publications were distributed to targeted clientele.

2001-03 Objectives

Environment

- Develop a Regional Clean Water Strategy to improve the County's water quality.
- Work towards completion of General Plan 2020 and a new Zoning Ordinance.
- Continue work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.
- Continue habitat preservation efforts to protect endangered species including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Design an implementation plan for the expenditure of \$21 million of Proposition 12 funds that the County will receive over the next five years.
- Ensure compliance with emission control programs.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Stabilize the County's agricultural economic element by maximizing State and federal funding opportunities for emergency and catastrophic losses.

Crime Prevention

- Agriculture, Weights & Measures will continue to foster positive relationships with the Sheriff and District Attorney to aid in curtailing rural crime and smuggling of illegal produce.
- Parks & Recreation will collaborate with the Public Safety Group to strengthen juvenile diversion programs.

Technology

- With our technology partners, the Group will develop and implement new information technology solutions to replace obsolete applications, improve customer service, and enhance efficiency. LUEG has begun work on the Performance Measurement applications and the Activity Based Costing applications and will continue to provide staff for ERP support and Solution Demonstration Lab participation.
- The Web Working Group will continue its efforts to serve people online instead of in line by developing e-government World Wide Web services for all Departments in the Group. Online applications, payment of fees, park reservations, building permit assistance, and public information are all planned for 2000-2002.
- Develop reinvestment, information technology, and infrastructure strategies for the Group.
- Use information technology to improve service delivery and increase assistance to citizens, communities, and businesses.
- Utilize enterprise resource planning to integrate administrative systems.
- Develop performance measurements to assess service delivery.

Self Sufficiency

- Parks & Recreation provides local high school students with recreational employment in three community centers: Lakeside, Spring Valley, and Fallbrook. In addition to providing jobs in the recreation field, Parks & Recreation also provides a teen mentoring program to give high school students transferable skills that will allow them to be successful in any field. These programs will be supported and expanded.



- LUEG departments will continue to develop internship programs for local high school students to encourage college education and County employment.

Health and Wellness

- Environmental Health, Parks and Recreation, Agriculture, Weight & Measures, and Farm & Home Advisor will collaborate with the Health & Human Services Agency and continue health education programs for County residents.

Human Resources Modernization

- LUEG Departments will continue to support the PeopleSoft ERP.
- LUEG Departments will continue to work with Human Resources to identify critical recruitment, classification, and retention issues.

Regional Leadership

- The Customer Service Center will lead and coordinate customer satisfaction activities in the County, work to quantify customer satisfaction and program performance, and coordinate services to key customer groups.
- Promote the development of the General Plan 2020 and the Multi-Species Conservation Plan.

Workplace Improvement

- LUEG Departments will continue to work with General Services on the County Capital Improvement Plan and Major Maintenance Plan.
- LUEG Departments will work with General Services on individual needs for workplace upgrades.

Continuous Improvement

- LUEG has instituted a Good Ideas program and continues to identify methods for continuous improvement within Departments and the Group.

Fiscal Stability

- Continue to support and participate in the County's ERP development and implementation.

Through Operational Incentive Plans the Group will work to:

- Balance prudent cash reserves with operational needs.
- Identify and quantify financial and program risks.
- Identify and quantify contract risks.
- Identify and quantify structural deficiencies and risks.
- Identify risk mitigation plans for all identified risks.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use Executive Office	11.00	15.00	15.00
San Diego Geographic Information Source (SanGIS)	1.00	4.00	4.00
Trade & Business Development	6.00	7.00	7.00
Agriculture, Weights and Measures	129.83	147.25	147.25
Air Pollution Control District	138.00	152.00	152.00
Environmental Health	279.00	304.00	313.00
Farm & Home Advisor	6.50	7.50	7.50
Parks and Recreation	126.58	158.00	158.00
Planning and Land Use	184.00	209.00	210.00
Public Works	514.00	544.00	544.00
Total	1,395.91	1,547.75	1,557.75

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use Executive Office	5,902,829	2,051,279	3,148,669	2,816,305
San Diego Geographic Information Source (SanGIS)	465,600	70,372	650,680	663,302
Trade & Business Development	781,341	593,577	781,347	737,259
Agriculture, Weights and Measures	8,831,939	8,791,565	10,100,664	10,323,047
Air Pollution Control District	14,316,762	17,163,485	17,769,261	17,711,074
Environmental Health	22,974,883	21,057,757	27,471,608	29,309,667
Farm & Home Advisor	500,360	514,003	582,607	606,396
Parks and Recreation	20,972,367	14,615,298	26,252,755	25,871,240
Planning and Land Use	19,247,042	15,978,337	21,364,769	18,758,280
Public Works	210,759,455	151,427,642	228,023,770	242,263,689
Total	\$ 304,752,578	\$ 232,263,319	\$ 336,146,130	\$ 349,060,259



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use & Env. Executive Office	11.00	15.00	15.00
Total	11.00	15.00	15.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use & Env. Executive Office	\$ 5,902,829	\$ 2,051,279	\$ 3,148,669	\$ 2,816,305
Total	\$ 5,902,829	\$ 2,051,279	\$ 3,148,669	\$ 2,816,305

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,162,994	\$ 1,056,101	\$ 1,489,575	\$ 1,428,185
Services & Supplies	738,796	850,518	646,528	375,554
Operating Transfers	—	144,659	—	—
Management Reserves	4,001,039	—	1,012,566	1,012,566
Total	\$ 5,902,829	\$ 2,051,279	\$ 3,148,669	\$ 2,816,305

Budget by Categories of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	4,394,747	4,394,747	—	—
Charges For Current Services	—	31,195	—	—
Miscellaneous Revenues	—	—	26,407	27,306
General Revenue Allocation	1,508,082	(2,374,663)	3,122,262	2,788,999
Total	\$ 5,902,829	\$ 2,051,279	\$ 3,148,669	\$ 2,816,305



Department Description

SanGIS was created in July 1997 as a Joint Powers Agreement (JPA) between the County and the City of San Diego. After 13 years of working together to develop a fully integrated geographic Information system in the RUIS Project, the County and the City chose to formalize the partnership in GIS by creating the SanGIS JPA. SanGIS focuses on ensuring that geographic data is maintained and accessible. The JPA allows SanGIS to enter into data sharing agreements and marketing of the data while providing public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems that use that data.

2000-01 Accomplishments

- Provided maintenance of digital layers of roads and parcels for the entire County.
- Maintained parcel layer for the Assessor with 99.9% accuracy.
- Maintained over 200 geographic data layers for over 500 City and County users over Wide Area Network.
- Provided digital data to over 40 data subscribers at public agencies and private companies.
- Provided over 2,000 no cost maps per day via Internet interactive mapping site.
- Introduced digital "Data on Demand", low cost downloads through web site.
- Generated nearly \$80,000 of revenue from storefront sales of geographic data products.
- Provided no cost GIS data services and map product support to County departments. (Estimated savings - \$25,000)

2001-03 Objectives

Fiscal Stability

- Execute additional value-added product partnerships that will return royalties to SanGIS.

Technology

- Utilize appropriate technologies and resources to pro-actively ensure data accuracy.
- Upgrade and modernize the SanGIS computing environment.
- Provide updated orthophotography products to County departments at no cost.
- Continue to develop and provide custom geographic value-added products on demand.
- Continue to improve public access to geographic data services via the Internet.
- Provide full data services and map products for County departments.

Environment

- Continue to create new regional data layers to meet emergent requirements.

Regional Leadership

- Pursue data sharing agreements with public agencies that provide County departments with expanded GIS resources.



Changes

- Addition of three staff positions to support GIS activities. Wages and benefits of these positions will be fully revenue offset.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Data subscription licenses	25	40	45	50
Revenue from data subscriptions	\$125,000	\$220,400	\$150,000	\$200,000
Revenue from storefront sales	\$10,000	\$79,700	\$70,000	\$80,000
Revenue from Internet sales	\$15,000	\$51,000	\$50,000	\$60,000
Maps/services provided to County departments	25	24	30	35



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
SanGIS	1.00	4.00	4.00
Total	1.00	4.00	4.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
SanGIS	\$ 465,600	\$ 70,372	\$ 650,680	\$ 663,302
Total	\$ 465,600	\$ 70,372	\$ 650,680	\$ 663,302

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 71,441	\$ 67,266	\$ 253,354	\$ 265,976
Services & Supplies	394,159	3,106	397,326	397,326
Total	\$ 465,600	\$ 70,372	\$ 650,680	\$ 663,302

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Intergovernmental Revenue	91,737	54,319	275,630	281,879
General Revenue Allocation	373,863	16,053	375,050	381,423
Total	\$ 465,600	\$ 70,372	\$ 650,680	\$ 663,302



Department Description

The Office of Trade and Business Development works to enhance San Diego region's already flourishing economy by working with companies to create and retain high value-added jobs through attraction and retention efforts, assisting local companies with their expansion plans, and identifying opportunities that foster a business-friendly environment. Trade and Business Development lends its support to the business community through the Early Assistance Program, Permit Expediting Process, Financial Incentives, Grant Solicitation, and an Ombudsperson to guide you through the process.

Mission Statement

To encourage and sustain economic prosperity in San Diego County.

2000-01 Accomplishments

- Conducted 20 Early Assistance Meetings.
- Created or retained 1,500 jobs.
- Assisted 200 businesses.
- Conducted 100 Retention Meetings.
- Coordinated the Board of Supervisors Biotechnology Conference.
- Conducted the 17th annual Economic Roundtable.
- Conducted Economic Developers Summit.
- Executed Trade and Commerce contract resulting in the infusion of CalWORKs recipients into the medical services industry.
- Developed Export News.
- Managed the Community Development Block Grant (CDBG) for Borrego Springs Revitalization.
- Established time accounting procedure.
- Created bi-lingual version of *Getting Down to Business* Book.
- Provided eight internships.
- Marketed "Connectory", a regional buyer-supplier network, in collaboration with East County Economic Development Council.

- Created various business assistance tools including: Summary of Requirements for Bed and Breakfast Homes; How are they Different? Bed & Breakfast, Homes, Guest Living Quarters and Transient Habitation Units information; Minority Women and Disadvantaged Business Enterprise Program Information; How to Finance Your Small Business Information; and, How to Market Your Small Business Information.
- Outreached to the business community through coordination of the following events: Stormwater Conference; and, Generator Use During the Energy Crisis Meeting.

2001-03 Objectives

Environment

- Accelerate retention efforts to retain local companies, ensuring their needs are met whenever possible.
- Assist the local business community.
- Meet with Health Care Industry to infuse CalWORKs recipients into that industry.
- Identify issues that inhibit company growth and opportunities that foster economic prosperity.

Changes

- Added one position for increased retention efforts in revitalization program areas.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Job Creation	1,500	2,541	600	600
Business assistance	200	319	200	200
Early Assistance Meetings	10	19	10	10
Retention Meetings	100	116	200	200



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Trade & Business Development	6.00	7.00	7.00
Total	6.00	7.00	7.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Trade & Business Development	\$ 781,341	\$ 593,577	\$ 781,347	\$ 737,259
Total	\$ 781,341	\$ 593,577	\$ 781,347	\$ 737,259

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 406,656	\$ 381,132	\$ 452,837	\$ 457,930
Services & Supplies	274,685	112,445	328,510	279,329
Other Charges	100,000	100,000	—	—
Total	\$ 781,341	\$ 593,577	\$ 781,347	\$ 737,259

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	100,000	100,000	—	—
Charges For Current Services	—	(43)	—	—
Intergovernmental Revenue	120,000	7,467	120,000	120,000
Miscellaneous Revenues	—	6,492	—	—
General Revenue Allocation	561,341	479,661	661,347	617,259
Total	\$ 781,341	\$ 593,577	\$ 781,347	\$ 737,259



Department Description

The Department of Agriculture, Weights and Measures is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800's. In addition to the traditional function of enforcing laws and regulations pertaining to pesticide use, exclusion of exotic pests, and equity in the marketplace, the department's focus has been expanded dramatically. Other activities such as endangered species conservation, prescribed burning, certification of farmers' markets and organic farming, as well as wildlife and veterinarian services, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2000-01 Accomplishments

- Initiated a new program to control Pierce's Disease, Glassy Winged Sharpshooter (GWSS), to work with other County Agricultural Commissioners, the California Department of Food and Agriculture, the United States Department of Agriculture, as well as local industry, to respond to the threat that GWSS poses to crops and to keep this pest from traveling to Northern California.
- Enhanced management practices and improved employee morale by strengthening communication through executive participation at all enforcement program meetings.
- Formed a Weed Management Area to control invasive weeds such as Perennial Peppergrass. Staff worked with the California Department of Food and Agriculture and numerous community groups to form the innovative approach for dealing with noxious weeds.
- Joined statewide surveillance network for West Nile Virus, which is potentially lethal to both animals and humans.
- Set up insectary at Quail Botanical Gardens for biological control research on Red Gum Lerp Psyllid, a significant pest of Eucalyptus.
- Established a Weights & Measures certified test site and lab so that local device service agents can comply with new requirements without having to travel or ship equipment out of the County.
- Developed and implemented an issue-based prioritization plan for pesticide regulation, with approval from the Cal-EPA Department of Pesticide Regulation.
- Conducted an 18-month study of point-of-sale pricing (scanners) accuracy and reported results to the Board of Supervisors. Also, revised instructions to simplify registration of point-of-sale devices.
- Developed informational brochure and provided six three-hour training sessions for device service agents on new regulations. Implemented examination procedure for service agent license acquisition.



2001-03 Objectives

Environment

- Provide training to grower/community groups on State and federal best management practices (BMP's) in relation to water quality.
- Schedule speaking engagements to increase public awareness of ways to prevent the spread of pests, such as Mexican Fruit Fly, and diseases, such as Mad Cow Disease.

Crime Prevention

- Participate in rural crime-joint initiative/pilot (AGNET) program with law enforcement agencies to reduce agricultural crime such as crop theft and smuggling of prohibited commodities.

Health and Wellness

- Develop strategic plan to reduce pesticide-related health hazards to local farm workers, to include dissemination of information to farm workers, physicians, and health care providers on pesticide illness awareness.

Regional Leadership

- Complete feasibility study and evaluation of proposal to build an Agricultural Resource Center to consolidate different agriculturally related agencies at the county, state, and federal levels into a single convenient location, providing one-stop shopping for agricultural industry and regulated businesses.

Technology

- Participate in a statewide pilot project to test a software application aimed at replacing the DOS-based application to track and report the use of pesticides Countywide.

- Implement a pilot software application for automation of the issuing of international phytosanitary certifications.

Fiscal Stability

- Pursue federal, state, local, private or industry funding for outreach and education efforts to increase compliance.
- Review enforcement fee structure and discuss possible increases with interested stakeholders.

Human Resources Modernization

- Implement a Personal Development Plan program department-wide to encourage communication between supervisors and employees on development strategies to achieve departmental mission and goals.

Changes from 2000-01 Adopted

- There is an increase of \$1.18 million in Salaries and Benefits primarily due to 17 new positions approved by the Board of Supervisors on 12/13/00 (10). These positions will be offset by the State General Fund via a contract for the GWSS/Pierce's Disease Control Program. Additional increases are due to two proposed reclasses, part-time positions proposed to be made full time, and potential negotiated pay raises.
- There is an increase of \$56,171 in Services and Supplies primarily for services to other Governmental Agencies.
- There is an increase of \$1,075,564 in Revenue, primarily due to new State funding for the GWSS/Pierce's Disease Control program, an increase in Pesticide Mill Tax Subvention, and an increase in Revenue for services provided to other Governmental Agencies.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Points of Entry Facilities Visited for High Risk Inspections	10,000	11,335	10,000	10,000
Pest Detection Trap Servicing	260,000	209,886	260,000	260,000
Pesticide Inspections	3,575	1,954	2,000	2,000
Restricted Materials Permits Issued	1,000	1,060	1,000	1,000
Weighing and Measuring Devices Inspected	29,500	38,679	32,000	32,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Agriculture, Weights and Measures	129.83	147.25	147.25
Total	129.83	147.25	147.25

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Grazing Advisory Board	\$ —	\$ 30,000	\$ 30,000	\$ —
Agriculture, Weights and Measures	8,792,439	8,726,902	10,031,164	10,283,547
Fish and Wildlife Fund	39,500	34,662	39,500	39,500
Total	\$ 8,831,939	\$ 8,791,565	\$ 10,100,664	\$ 10,323,047

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 6,874,419	\$ 6,970,300	\$ 8,056,973	\$ 8,413,768
Services & Supplies	1,783,556	1,744,760	1,839,727	1,735,315
Other Charges	40,500	64,653	70,500	40,500
Fixed Assets - Equipment	—	11,851	—	—
Management Reserves	133,464	—	133,464	133,464
Total	\$ 8,831,939	\$ 8,791,565	\$ 10,100,664	\$ 10,323,047



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	175,528	178,112	53,250	23,250
Licenses Permits & Franchises	1,095,209	1,138,160	1,142,709	1,142,709
Fines Forfeitures & Penalties	16,250	102,742	16,250	16,250
Revenue Use of Money & Property	—	4,839	—	—
Charges For Current Services	356,492	366,484	456,826	349,850
Intergovernmental Revenue	4,483,300	5,085,297	5,562,151	5,763,819
Miscellaneous Revenues	63,843	89,920	65,000	65,000
General Revenue Allocation	2,641,317	1,826,011	2,804,478	2,962,169
Total	\$ 8,831,939	\$ 8,791,565	\$ 10,100,664	\$ 10,323,047



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining federal and state ambient air-related public health standards and implementing associated requirements of federal and state law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated long-term pollution reductions. The APCD implements the rules and long-term plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides public information on air pollution matters, funds emission reduction projects, and monitors pollution levels throughout the region. If pollution levels become elevated, a public advisory is issued.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost-effective programs meeting state and federal mandates, considering environmental and economic impacts.

2000-01 Accomplishments

- Did not exceed the federal one-hour ozone standard during 2000.
- Received Environmental Protection Agency (EPA) approval for a one-year extension of the 1999 federal one-hour ozone attainment deadline.
- Submitted request to EPA for a second one-year attainment date extension.
- Allocated \$4 million to Vehicle Registration projects and \$4.3 million to School buses projects, reducing 575 tons of harmful emissions.
- Developed a program used as a national model to create mobile source emissions credits (MERC) for offsetting emissions from stationary sources such as power plants.
- Adopted a new stationary internal combustion engine rule to control oxides of nitrogen emissions and implemented state-mandated Best Available Retrofit Control Technology.
- Adopted a new rule allowing small facilities to avoid federal Title V permits. Adopted revisions to the Title V permit program to address EPA full approval issues.
- Implemented Rule 6-Minor Violations.
- Implemented 86% of Air Resources Board (ARB) Program evaluation recommendations and received Board of Supervisors approval of plan to implement the remaining appropriate recommendations.
- Actively involved with four ongoing process improvement teams involving customers to continuously increase efficiency, automate processes, and streamline programs.
- Developed and implemented revised procedures for State Smoke Management Program.
- Improved regional air quality modeling for ozone attainment demonstrations.
- Expanded internal customer service surveys to all District divisions.
- Improved compliance assistance, especially to small businesses.
- Issued Otay Mesa power plant permit, providing high-priority permitting for energy-related projects.
- Worked with California Independent Service Operator (Cal ISO) to develop emergency generator policy, and unilaterally implemented the policy in the absence of timely Cal ISO action.



- Approved eleven initial Title V operating permits.
 - Approved permits for emission control equipment retrofits on existing power plants.
 - Approved construction permits for eight new small power plants on an expedited basis without compromising air quality, public health, compliance with emission standards or opportunities for public review and comment.
 - Actively participated with air districts and state agencies to develop energy project permitting policies.
 - Developed implementation procedures and provided expedited permitting for new and replacement emergency backup generators.
 - Actively participated in CPUC proceedings investigating availability and priorities for natural gas supplies to local power plants.
 - Actively worked with air districts to increase state subvention for program funding.
 - Successfully applied for EPA grants to upgrade the Data Acquisition System (\$50,000) and Toxics Analysis (\$70,000).
 - Implemented speciated Particulate Matter 2.5 microns in size (PM_{2.5}) sampling, speciated PM_{2.5} measurement, and continuous hydrocarbon monitoring.
 - Provided technical support for dispersion modeling and emissions monitoring to numerous power generating projects.
 - Facilitated and assisted with Barrio Logan air quality monitoring of air toxics and criteria pollutants.
 - Provided leadership in the Binational Air Quality Alliance addressing border air quality issues.
- 2001-03 Objectives**
- Environment**
- If the one-year extension of the federal one-hour ozone attainment deadline does not result in attainment, submit to EPA (with supporting technical analysis) a request for exemption from “bump up” to “Severe” ozone attainment classification because of air pollution transported from the Los Angeles area.
 - Implement the Regional Air Quality Strategy for attaining the state ozone standard, and make revisions reflecting new data on control effectiveness, cost-effectiveness, and feasibility.
 - Improve regional air quality modeling for ozone attainment demonstrations.
 - Review 2000 census data, assess current monitoring network configuration, and initiate necessary modifications.
 - Augment continuous PM_{2.5} sampling, increase hydrocarbon measurements, and enhance Data Acquisition System.
 - Revise District Smoke Management Program rules.
 - Provide high-priority permitting for new power generating equipment. Complete operating permit evaluations on newly constructed plants and emission control retrofits on existing plants.
 - Continue streamlining and enhancing emissions testing services.
 - Enhance toxic air contaminant analytical capabilities using grant funds for equipment.
 - Issue federal Title V operating permits.
 - Revisit rules for controlling oxides of nitrogen emissions from boilers and gas turbines.
 - Revise New Source Review rules to address EPA approval issues and enhance control technology requirements.
 - Update Best Available Control Technology Guidance.
 - Implement new state Enhanced Vapor Recovery Program.



- Implement hazardous air pollutant regulations and provide compliance assistance.
- Implement cost-effective Title V compliance processing, ensuring enforceable permit conditions and annual inspections, and minimizing overlapping reporting requirements.
- Continue process improvements, automation, and streamlining to enhance customer service, optimize resource utilization, and contain costs.
- Implement a Lower Emission School Bus program to reduce exposure of children to oxides of nitrogen and particulate emissions.

Technology

- Enhance the District's Web site to enable electronic filing of applications.
- Improve wireless communication.
- Enhance permit processing programs to further streamline processes and data management.

Regional Leadership

- Continue leadership in addressing statewide gasoline vapor control program problems.

- Continue leadership in Binational Air Quality Alliance addressing border air quality issues.
- Participate in developing the ARB Neighborhood Assessment Program.
- Participate in energy-related panels, seminars and workgroups.

Fiscal Stability

- Fund salary increases by enhancing revenues and improving cost-effectiveness, minimizing fee impacts to the extent possible.
- Work with other districts to secure and enhance subvention fund increases.
- Seek more and continued funds to reduce pollution.

Changes from 2000-01 Adopted

- Salaries and Benefits increasing primarily to implement ARB Audit recommendations, resulting in ten positions added mid-year, offset by increased annual subvention funds.
- The increase in Services and Supplies is related to air quality modeling costs, offset 75% by vehicle registration fees and 25% from grants and emissions fees.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Adopt Measures to Achieve State and Federal Air Quality Mandates	18	14	12	12
Evaluate Potential Emissions and Permit Compliance for New and Modified Sources	1,900	1,575	1,700	1,700
Inspect Permitted and other Regulated Sources for Compliance with Applicable Regulations	8,600	4,519	8,700	9,000
Inspection Survey Customer Satisfaction Ratings	93%	99%	94%	95%
Hours of Validated Air Quality Measurement and Analysis	1,276,192	1,320,093	1,355,193	1,355,012



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Air Pollution Control District Programs	138.00	152.00	152.00
Total	138.00	152.00	152.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
General Fund Contribution to APCD	\$ 149,582	\$ 149,582	\$ 189,261	\$ 211,324
Air Pollution Control District Programs	14,167,180	17,013,903	17,580,000	17,499,750
Total	\$ 14,316,762	\$ 17,163,485	\$ 17,769,261	\$ 17,711,074

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 8,605,959	\$ 7,904,091	\$ 9,812,448	\$ 10,322,804
Services & Supplies	2,688,941	3,042,287	3,867,552	3,958,926
Other Charges	24,600	3,360,855	834,000	35,430
Fixed Assets - Equipment	292,000	150,988	266,000	247,840
Operating Transfers	2,705,262	2,705,262	2,989,261	3,146,074
Total	\$ 14,316,762	\$ 17,163,485	\$ 17,769,261	\$ 17,711,074



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	237,000	(9,239,119)	2,054,299	495,000
Licenses Permits & Franchises	6,073,838	6,309,971	5,747,904	6,726,510
Fines Forfeitures & Penalties	250,000	607,170	480,000	490,000
Revenue Use of Money & Property	140,000	1,215,980	280,000	310,000
Charges For Current Services	334,500	758,553	467,986	500,456
Intergovernmental Revenue	4,422,580	14,582,683	5,560,550	5,831,710
Miscellaneous Revenues	4,000	72,585	—	—
Other Financing Sources	2,705,262	2,706,075	2,989,261	3,146,074
General Revenue Allocation	149,582	149,587	189,261	211,324
Total	\$ 14,316,762	\$ 17,163,485	\$ 17,769,261	\$ 17,711,074



Department Description

The Department of Environmental Health (DEH) preserves and enhances quality of life by protecting public health and safeguarding environmental quality; educating the public to increase environmental awareness; developing customer-friendly processes and procedures; and implementing and enforcing local, state, and federal environmental laws. Under the authority of these laws, DEH regulates retail food establishments, public housing, pools, drinking water systems, mobile home parks, sewage and solid waste disposal, stormwater, recreational water, medical waste, underground storage tanks, and hazardous materials waste; prevents disease carried by rats and mosquitoes; ensures occupational health for County employees; and provides local enforcement of radiation control laws.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.

2000-01 Accomplishments

Organizational Development

- Implemented Phase One of the automated permitting and tracking system and obtained Board approval for Phase Two.
- Encouraged employee development through career ladders and training programs, tuition reimbursements, and implementation of a textbook purchase program.
- Obtained overwhelming stakeholder support and unanimous Board approval of fee adjustments effective July 1, 2001 for full cost recovery.
- Implemented process improvements to improve efficiency and reduce costs: redistricting hazardous materials inspection routes to match the most experienced inspectors with the most complex inspections; working with General Services to improve Capital Improvement/Major Maintenance

work notifications; and implementing a more stringent monitoring procedure for review of Food and Housing plans while reducing turnaround time.

Leadership

- Completed more graded retail food establishment inspections (over 24,000) than any other California City/County local Environmental Health Department.
- Completed the Regional Clean Water Strategic Plan and coordinated the drafting of model program plans and ordinances through a collaborative effort with leaders in the stormwater community.
- Sponsored legislation which passed (AB2488) to ease redundant review of hazardous materials business plan information.
- Worked with the Certified Unified Program Agency (CUPA) Forum Board to establish agreement with CalEPA regarding the uniform development and implementation of administrative enforcement orders statewide.

Partnership

- Developed, with industry, a voluntary assistance program for hazardous waste tanks that offers plan reviews and inspections.



- Negotiated an agreement with the City of San Diego to allow unincorporated area residents to dispose of household hazardous waste at the City's Miramar facility.
- Implemented a pilot project with the City of San Diego Deputy City Attorney to prosecute facilities that do not possess a valid health permit.

Science

- Recommended changes incorporated in the Regional Board's Stormwater Permit.
- Permitted two alternative onsite wastewater systems to monitor effectiveness in treating septic tank effluent.
- Prioritized all site assessment and mitigation cases based on State guidelines for Methyl Tertiary Butyl Ether (MTBE) and notified all responsible parties.
- Continued to work with the CUPA Forum Board and Local Emergency Planning Commission VI in developing statewide policies regarding CUPA programs and emergency response issues.

2001-03 Objectives

Environment

- Complete the Clean Water Action Plan for implementation.
- Gain necessary resources to comply with the Regional Board Stormwater Permit.
- Obtain approval from the Regional Board and Board of Supervisors for the expanded use of alternative onsite wastewater systems.
- Implement electronic plan submittal for recycled water program.
- Protect groundwater resources by ensuring that all underground storage tanks have a valid operating permit and comply with State regulations.

- Protect public health, safety, and the environment through education, inspections and enforcement of all hazardous materials and hazardous waste regulatory requirements.
- Reduce the generation of hazardous waste in the County by promoting pollution prevention and assisting small businesses with its implementation.
- Implement a plan for monitoring stormwater Best Management Practices.

Fiscal Stability

- Complete an analysis of fee for service programs in cooperation with industry and stakeholders; and, if warranted, obtain Board approval of necessary fee adjustments to ensure full cost recovery.

Technology

- Develop and implement web-based permitting and e-commerce.
- Develop and implement remote inspection data management.
- Continue partnerships with other County departments in the implementation of Geographic Information Systems.

Regional Leadership

- Continue to include stakeholders in process improvement and program development
- Participate in statewide committees and workgroups in the development of policies and legislation to protect the environment and enhance public health for County residents.

Changes from 2000-01 Adopted

- Salaries and Benefits will increase in 2001-2002 as a result of the proposed net addition of 25 staff required to comply with the new Stormwater Permit, increased State mandated hazardous materials and recycled water inspections, and



workload increases. Funding for Stormwater positions is contingent upon a special assessment or other source of revenue.

- Services and supplies expenditures will increase because of additional expenditures required to comply with the new Stormwater Permit, increases

in Information Technology expenses, and increases in Internal Service Fund expenses, including utilities.

- Revenue will increase as a result of fee adjustments, approved by stakeholders and the Board, to ensure full cost recovery in fee for service activities.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Complete Inspections of Food and Housing Regulated Businesses	43,770	41,483	43,427	43,427
Complete Inspections of Hazardous Materials Regulated Businesses	8,965	7,702	8,965	8,965
Complete Review of Land Use Projects Requiring Permits	3,580	4,382	3,760	3,948
Complete Vector Control Services	50,000	64,996	65,000	65,000
Contaminated Site Oversight (LOP)	1,452	1,224	1,306	1,273



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Environmental Health	279.00	304.00	313.00
Total	279.00	304.00	313.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Environmental Health	\$ 22,974,883	\$ 21,057,757	\$ 27,471,608	\$ 29,309,667
Total	\$ 22,974,883	\$ 21,057,757	\$ 27,471,608	\$ 29,309,667

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 16,935,218	\$ 15,884,932	\$ 19,162,078	\$ 20,636,136
Services & Supplies	5,513,396	5,212,940	7,663,261	8,027,262
Fixed Assets - Equipment	20,000	14,906	140,000	140,000
Expend. Transfers & Reimbursements	—	(55,021)	—	—
Management Reserves	506,269	—	506,269	506,269
Total	\$ 22,974,883	\$ 21,057,757	\$ 27,471,608	\$ 29,309,667

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	73,021	73,021	1,082	3,387
Licenses Permits & Franchises	10,727,322	11,608,828	12,982,923	13,574,546
Fines Forfeitures & Penalties	154,265	164,052	153,260	161,884
Charges For Current Services	7,141,101	6,895,226	10,591,349	11,536,942
Intergovernmental Revenue	3,223,577	2,766,505	1,648,710	1,613,710
Miscellaneous Revenues	461,318	572,020	751,832	781,673
Other Financing Sources	—	—	1,390,395	1,390,395
General Revenue Allocation	1,194,279	(1,021,895)	(47,943)	247,130
Total	\$ 22,974,883	\$ 21,057,757	\$ 27,471,608	\$ 29,309,667



Department Description

The Farm and Home Advisor's Office conducts a program of education and applied research in a three-way partnership with the County of San Diego, the University of California and the United States Department of Agriculture. County advisors are essential links in the extension of knowledge from the University to the public. They maintain close links with key community leaders and with other agencies and services at the county level, and serve as resources for public and private agencies and organizations, and for individuals. Areas of staff expertise and research support are in Agriculture, Marine and Natural Resources, Youth Development, Family and Consumer Science, Nutrition, Environmental Issues, Community Resource Development, Home Horticulture/Master Gardeners, Pest Management, and Turf and Landscaping.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension's mission is to enable youth and adults to improve their lives through learning partnerships that put research based knowledge to work. All use of knowledge and research results will be relevant to issues, opportunities and problems faced in San Diego County.

2000-01 Accomplishments

- Maintained Cooperative Agreement with the University of California for County cost of 11% of the total cost of program provided. County budget dollars of \$536,223 (11%) leveraged an additional \$445,145 (9%) from USDA, \$1,880,215 (40%) from the University of California, and \$1,910,715 (40%) from outside funded contracts and grants.
- Volunteer hours for the department translated to 190 F.T.E. (\$5,430,050) to support department programs.
- Over 485,000 mailings/publications were distributed to targeted clientele.
- Agriculture/environmental and natural resource programs that were addressed included agriculture pest management and pesticide use reduction, agriculture viability through a program in agriculture tourism, value added products, and local branding. Another major effort in research and education was in agriculture and storm water runoff. Urban horticulture addressed projects in homeowner runoff, greenwaste and composting and a myriad of exotic pests that include: Red Gum Lerp Psyllid, Glassy Winged Sharpshooter, Giant Whitefly, Red Imported Fire Ant, Spotted Gum Lerp Psyllid and Mexican Fruitfly.
- San Diego Bay Quality and County Watershed Management were topics of educational and research thrusts.
- Consumer education focusing on nutrition education where participants continued with the Gateway Program units of financial management, child care selection, nutritious meals, time management, and job skill development.
- 1,625 adults and 7,500 youths were enrolled in a Low Income, Expanded Food & Nutrition Education Program (EFNEP). A new Food Stamp Nutrition Education Program now includes 135 families.
- 4,320 4-H Youth were enrolled in an educational program made available by 916 volunteers, 450 youth were enrolled in a licensed school youth age child care program and 300 youth were enrolled in non-licensed after school programs.



- Efforts in educational programming continued for a collaboration of agencies involved in the “Garden In Every School” program. An annual seminar was completed for 200 teachers.
- 160 Master Gardeners were trained and certified, each giving an average of 50 volunteer program hours totaling 8,000 hours that were contributed to support the program.
- 650 participants attended the annual Spring Home Gardening Seminar.
- A regional San Diego Grown products promotional campaign was started this year from temporary funding from the USDA Revitalization of Rural America program. Additional training was provided on direct marketing alternatives and agricultural tourism.
- Services provided by the Cooperative Extension will include viable education and research programs that address local issues and opportunities, and solve problems. Programs will be conducted by University of California staff and include agriculture, marine and natural resources, youth development, family and consumer sciences, nutrition, environmental issues, community resource development, home horticulture/master gardeners, pest management and turf and landscaping.

Crime Prevention

- Continue 4-H programming to include after school programs countywide designed as a delinquency prevention tool, i.e., Agriculture in the classroom teacher training, model programming in coalition building to provide educational workshops, resource development and facilitation, science education and nutrition, gardening, and recreational boating and fishing.

2001-03 Objectives

Environment

- Maintain a cooperative agreement with the University of California providing funds for the support and maintenance of the Cooperative Agricultural Extension Service in the County of San Diego.
- County funds shall include, but not be limited to office facilities, automobiles, travel and subsistence expenses, public utilities, postage, materials and equipment essential to field and office services, secretarial, clerical, custodial personnel, and personnel as may be needed to assist in laboratory and field operations.

Changes

- The addition of a Coordinator, Volunteer Services position has been added. This position will manage the 1,700+ community based volunteers. This addition will allow for the expansion and outreach to diverse audiences and will permit the University Specialists to dedicate more of their time to education and research, rather than to administrative duties.



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Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
University Extension Services Received	\$2,525,015	\$2,525,015	\$2,295,469	\$2,525,015
Cost Per Dollar Of Service Received	\$0.12	\$0.12	\$0.11	\$0.12
Clerical And Field Service Support For Cooperative Agreement-Technical Assistance To Agriculture Industry, Support For Grant & Research Projects; Data Collection For Implementation Of New Technology	6.50	6.50	6.50	6.50
Cost Per Staff Year To Provide Support & Maintenance For UCCE Programs	\$40,844	\$40,844	\$40,909	\$42,540



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Farm and Home Advisor	6.50	7.50	7.50
Total	6.50	7.50	7.50

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Farm and Home Advisor	\$ 500,360	\$ 514,003	\$ 582,607	\$ 606,396
Total	\$ 500,360	\$ 514,003	\$ 582,607	\$ 606,396

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 282,791	\$ 257,292	\$ 338,486	\$ 354,850
Services & Supplies	170,378	256,710	238,930	246,355
Fixed Assets - Equipment	42,000	—	—	—
Management Reserves	5,191	—	5,191	5,191
Total	\$ 500,360	\$ 514,003	\$ 582,607	\$ 606,396

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	59,646	59,646	21	—
General Revenue Allocation	440,714	454,357	582,586	606,396
Total	\$ 500,360	\$ 514,003	\$ 582,607	\$ 606,396



Department Description

The County Department of Parks and Recreation operates nine camping parks, seven regional picnic parks, 35,000 acres of park land with approximately 100 miles of trails, three historic adobes and Heritage Park, a Victorian village. Additionally, the Department provides local park services to residents in the unincorporated areas of San Diego and operates three community recreation centers. Department staff maintain the grounds and equipment at all County Parks, making them safe, clean and aesthetically pleasing.

Mission Statement

To preserve regionally significant natural and cultural resources and to provide opportunities for high quality parks and recreation experiences.

2000-01 Accomplishments

- Purchased priority parcels in Volcan Mountain, Lusardi Creek, Lakeside Archipelago, Tijuana River Valley, Wright's Field, Escondido Creek, and Otay Valley Regional Park.
- Submitted grant applications for \$3,155,250 for competitive Wildlife Conservation Board (WCB) funds to acquire properties in Lusardi Creek, Hollenbeck Canyon, and Lakeside Archipelago.
- Completed concept plans and specifications for youth center building, parking, and walkway improvements at Lindo Lake.
- Completed design of the Collier Park Gym.
- Began construction of restroom building at Agua Caliente Park.
- Completed family restroom projects at Lake Jennings, Dos Picos, Pine Valley, Lindo Lake, Vallecito, Otay Lakes, San Dieguito, and Live Oak Parks.
- Received \$72,000 in State grant funding for nutrition and physical activity programming in Lakeside.
- Earned a 94% satisfaction rating on County's customer service survey.

- Completed career development plans for 100% of department staff.
- Enhanced the following park facilities to provide additional customer satisfaction: restroom upgrades and boat dock improvements at Lake Morena; restroom and walkway improvements at San Dieguito and Felicita Parks.
- Expended \$935,243 of Land Use & Environment Group management reserves to address major maintenance backlog in various parks.
- Completed 14 additional park projects within existing local parks using Park Land Dedication Ordinance (PLDO), Community Development Block Grant (CDBG), and County General Funds.
- Retrofitted facilities to become ADA compliant at Flinn Springs, El Monte, Spring Valley, Goodland Acres, Felicita, and Fallbrook Parks.
- Initiated public Internet access to the Automated Reservation System.
- Hired and equipped additional maintenance staff to provide increased maintenance to local parks.
- Monitored and maintained new open space acquisitions and local parks.
- Hired two additional project managers to manage new construction and renovation projects.

2001-03 Objectives

Fiscal Stability



- Complete \$5 million in Capital Improvement Projects during 2001-2002 and \$6 million during 2002-2003.
 - Implement a new policy of collecting payments up front when camping reservations are made.
 - Host special events and solicit corporate sponsorships and partnerships to generate \$80,000 additional revenue during 2001-2002 and \$110,000 during 2002-2003.
 - Reduce budgeted PLDO interest revenue from \$253,694 to \$126,847 in 2001-2002; eliminate Department's reliance on PLDO interest by 2002-2003.
- Crime Prevention**
- Offer youth-at-risk programs at two County-operated community centers in the unincorporated area.
 - Expand the Anti-Violence Association (youth driven leadership program) into the community of Spring Valley.
 - Build and operate a gym in Spring Valley.
 - Develop a trails/preserve volunteer patrol throughout open space areas and parks.
 - Provide recreational at-risk youth program support to the Health & Human Services Agency's San Pasqual Academy and Polinsky Children's Center.
 - Work with the Sheriff's Department to develop a skateboard facility in Lakeside.
 - Develop and/or operate and maintain new sports fields at Fallbrook, Spring Valley, Jamul, Tijuana River Valley, Alpine, Julian, and Lakeside parks.
 - Seek additional grant funding for youth programs.
- Environment**
- Add 23 new staff to increase monitoring and maintenance of environmental resources in open space and regional parks.
- Expend \$2.7 million General Fund dollars each year to acquire new open space lands.
 - Host a minimum of ten public education programs on Open Space and the Multi-Species Conservation Plan (MSCP).
 - Assist the Departments of Planning & Land Use and Public Works in development of a regionwide County trails program.
 - Extend hours of operation at 16 park locations until dusk.
 - Design an implementation plan for the expenditure of \$21 million of Proposition 12 funds that the department will receive over the next five years.
 - Complete youth center building, parking, and walkway improvements at Lindo Lake.
 - Complete Collier Park Gym.
 - Complete restroom building at Agua Caliente Park.
 - Reinvest \$1,364,238 during 2001-2002 to address the major maintenance backlog in various parks.
- Technology**
- Provide enhanced communications to remote Department sites for electronic timesheets, mainframe access, Internet access, and e-mail.
 - Begin on-line reservations for camping.
 - Train 100% of staff on new e-mail and payroll systems.
 - Make 100% of new construction design plans AutoCAD compatible.
- Regional Leadership**
- Coordinate and staff a booth at the San Diego Earth Day event in April.
 - Develop a mobile presentation on the MSCP and do a minimum of ten public presentations each year.
 - Coordinate the MSCP Branding program.
- Self Sufficiency**
- Sign-up a minimum of 60 seniors for computer training programs.



- Continue to provide full-time and part-time child care services at Spring Valley and Fallbrook Community Centers.
- Recruit and train a minimum of 20 teen mentors each year to provide support to at-risk youths.

Health and Wellness

- Serve a minimum of 20,800 lunches at the senior lunch programs at Lakeside, Fallbrook, and Spring Valley Community Centers.
- Provide nutrition education and physical education training to all Lakeside Union School District faculty, Park Program Services staff, East County Boys and Girls Club program staff, and East County YMCA program staff.
- Expand California Nutrition Network Project into the community of Spring Valley.
- Sign-up a minimum of 1,500 participants in the Lakeside WIC program which teaches young mothers about proper nutrition.

Human Resources Modernization

- Expend \$16,600 on natural resources training for open space staff.
- Use the Department’s website to recruit candidates to fill 29 new positions during 2001-2002.
- Expend \$10,000 on management training for Department’s mid-level managers.

Changes from 2000-01 Adopted Budget

A net increase of \$1.3 million and conversion of \$1 million one-time funding for maintenance to ongoing funding is proposed for the following activities:

- \$225,000 for construction of new ball fields and ongoing maintenance.
- Conversion of seasonal employee to payroll clerk.

- Conversion of three community center staff positions and one historian position from half-time to full-time.
- Three park project managers and one administrative analyst trainee to support park development and planning.
- One park maintenance worker, one seasonal employee and \$217,840 for additional services and supplies to operate and maintain local parks.
- 14 rangers, two supervising rangers, two park maintenance workers, two seasonal employees, one park project manager, one district park manager, and one environmental resource manager to increase maintenance of County-owned open space lands and regional parks.
- \$386,306 for additional services and supplies to maintain open space lands.
- \$294,000 to purchase vehicles and other fixed assets for regional parks, local parks, and open spaces.
- \$167,075 for IT infrastructure improvements at field locations.

Increase Park Special Districts budgets by \$542,000 due to:

- Increased property tax revenues by approximately \$128,000.
- Increased CSA fund balances by approximately \$414,000.

Increase Parkland Dedication Ordinance budgets by \$3.4 million due to:

- Increased fund balances by approximately \$1.8 million.
- Increased PLDO fees revenue by approximately \$1.4 million.
- Increased interest on investments by approximately \$170,000.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Number of Park Land Acres owned	33,000	35,000	35,000	35,000
Number of Campsite Reservations processed	15,600	17,553	18,500	19,000
Customer Satisfaction Survey	94%	94%	95%	95%
Number of Youth Diversion Program Days	520	755	700	700
Number of Participants, Youth Diversion Programs	22,000	30,633	30,000	30,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Parks & Recreation	123.58	155.00	155.00
Park Special Districts	3.00	3.00	3.00
Total	126.58	158.00	158.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Parks & Recreation	\$ 14,926,263	\$ 12,168,294	\$ 16,231,818	\$ 16,747,925
Park Land Dedication	4,041,817	1,131,496	7,474,682	6,247,747
Park Special Districts	2,004,287	1,315,507	2,546,255	2,875,568
Total	\$ 20,972,367	\$ 14,615,298	\$ 26,252,755	\$ 25,871,240

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 7,710,497	\$ 7,130,727	\$ 8,936,762	\$ 9,500,893
Services & Supplies	6,843,592	5,793,785	8,731,609	8,235,924
Other Charges	5,364,575	416,128	7,526,037	7,125,949
Fixed Assets - Equipment	164,500	62,684	571,500	513,474
Reserves	35,000	—	35,000	35,000
Reserve/Designation Increase	65,000	65,000	—	—
Operating Transfers	654,694	1,146,971	451,847	460,000
Management Reserves	134,509	—	—	—
Total	\$ 20,972,367	\$ 14,615,298	\$ 26,252,755	\$ 25,871,240



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	6,289,638	1,371,457	6,857,869	5,170,950
Taxes Current Property	393,040	488,261	569,179	619,179
Taxes Other Than Current Secured	6,153	9,679	4,640	4,640
Licenses Permits & Franchises	757,600	1,796,036	2,090,400	2,090,400
Fines Forfeitures & Penalties	—	(628)	—	—
Revenue Use of Money & Property	635,736	885,734	990,814	1,003,814
Charges For Current Services	3,673,804	3,682,530	3,830,877	4,187,120
Intergovernmental Revenue	416,200	182,377	224,351	204,214
Miscellaneous Revenues	88,018	(118,768)	9,000	9,000
Other Financing Sources	578,694	578,694	451,847	460,000
General Revenue Allocation	8,133,484	5,739,926	11,223,778	12,121,923
Total	\$ 20,972,367	\$ 14,615,298	\$ 26,252,755	\$ 25,871,240



Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well-being, preserve and enhance the quality of life for County residents by maintaining a comprehensive plan, implementation of habitat conservation programs, regulatory conformance and comprehensive community outreach.

2000-01 Accomplishments

- Continued General Plan 2020 with testing and analysis of land use alternatives and Board endorsement of development standards; commenced work on three alternative land use concepts; and, community outreach increased.
- Completed adoption of Riverway Specific Plan (USDRIP) and staff training manual.
- Completed zoning ordinance amendments including Fire Station Living Quarters, Site Plan appeal Procedures, Definition of Enclosure, and Wholesale Wineries.
- Completed Valley Center Revitalization Plan.
- Developed work program and strategy for comprehensive zoning ordinance update and commencement of Phase I.
- Obtained Federal and State funding for acquisition, planning, and biological monitoring.
- Continued to develop Geographical Information System (GIS) database for open space easements and preserved lands.
- Assisted in the development of Habitrak – a GIS tool for keeping track of total Multiple Species Conservation Plan (MSCP) habitat preserve acres acquired and taken.
- Coordinated riding and hiking trails planning and general coordination with MSCP and General Plan 2020.
- Completed and Presented MSCP Annual Reports for 1998/1999 and 1999/2000 to the Board of Supervisors and the Public.
- Established an expert Scientific Review Panel for the North County Subarea Plan.
- Participated in Earth Day 2001, National Wildlife Federation/Planning & Conservation League Symposium; Bureau of Land Management Forums; Presentations to other groups as requested.
- Created MSCP Website www.sdcdplu.org with links to other Departments' MSCP activities.
- Installed a Queue Management System to improve service to our customers at the public counter.
- Maintained turnaround time goals for engineering plan check (ten working days for residential plans and 15 working days for commercial plans) and building inspections (next-day inspections).
- Implemented a new Code Enforcement Case Tracking System – KIVA.
- Implemented Supervisor Roberts' Neighborhood Code Compliance Program – Administrative Citation Program.



- Implemented Construction Stormwater Permit procedures and enforcement.
- Added several building permit forms and a summary of the building permit process to the Department website.

2001-03 Objectives

Environment

- Continue Phase I of Zoning Ordinance Revision to implement General Plan 2020.
- Continue General Plan 2020 to reach consensus on preferred land use alternative. Draft regional elements and begin community plan texts and maps.
- Complete adoption of Riverway Redevelopment Plan Amendment and Five-Year Implementation Plan.
- Complete Fallbrook General Plan Amendment and Rezone to implement the Concept Plan.
- Complete Lakeside Historic Rezone.
- Conduct training and update staff guidance document for MSCP project review.
- Complete Framework Management Plan.
- Develop Fire Management Strategy for Preserve lands within the MSCP.
- Conduct North County MSCP Subarea Plan Workshops for the Board of Supervisors and Planning Commission.
- Complete Phase I of the Special Area Management Plan for Otay River Watershed with Corps of Engineers and EPA in coordination with the Cities of Chula Vista and San Diego.
- Maintain and improve the MSCP Website, including GIS functionality for public use.

- Expand building permit services offered by the North County office.
- Review the processes and procedures related to the Administrative Citation Program; and issue a Request For Proposal for Hearing Officer services based on information gathered through December 2001.

Changes from 2000-01 Adopted

An increase of 23 staff years is proposed in Fiscal Year 2001-2002 and are related to the following programs:

- Zoning Ordinance = 3
- Customer Service and workload increases in permit processing = 8
- Mid-year staffing increases to Building Division and ERP = 5
- Customer Service Expansion at the Ruffin Road Annex = 1
- Stormwater/Municipal Permit = 5
- Department support to Personnel = 1

Funding for Stormwater positions is contingent upon a special assessment or other source of revenue.

Projected increase of one staff year in Fiscal Year 2002-2003 is proposed for the expansion of the MSCP program

Reduction in total services and supplies of approximately \$2.3M is related to reductions for one-time only Fiscal Year 2000-2001 re-budgets for consultant costs as follows: \$1,083,000 – General Plan 2020; \$150,000 – Watershed Planning; \$180,000 – MSCP North County Subarea Plan; \$379,000 – East Otay Mesa; and \$235,000 - Building Division Overflow.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Customer Satisfaction Rating (% Good or Very Good)	90%	94%	90%	90%
Internal Overhead Rate %	17%	13.5%	15%	15%
Number of Completed Building Inspections	36,000	51,443	43,000	43,000
% of Completed Building Inspections	100%	100%	100%	100%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Support Services	11.00	12.00	12.00
Advance Planning	20.00	7.00	7.00
Current Planning	37.00	40.00	40.00
Resource Planning	26.00	32.00	32.00
Multi-Species Conservation	10.00	15.00	16.00
Building	61.00	68.00	68.00
Codes Enforcement	19.00	20.00	20.00
General Planning	—	15.00	15.00
Total	184.00	209.00	210.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Support Services	\$ 1,763,617	\$ 1,393,135	\$ 1,604,616	\$ 1,532,018
Advance Planning	4,155,953	2,076,474	975,006	636,772
Current Planning	2,634,899	2,894,486	3,009,474	2,958,009
Resource Planning	2,349,870	1,795,590	2,689,804	2,578,614
Multi-Species Conservation	1,592,763	1,045,464	2,179,828	1,724,528
Building	5,558,156	5,584,076	5,944,894	6,060,017
Codes Enforcement	1,191,784	1,189,111	1,295,156	1,323,732
General Planning	—	—	3,665,991	1,944,590
Total	\$ 19,247,042	\$ 15,978,337	\$ 21,364,769	\$ 18,758,280

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 10,739,654	\$ 10,202,685	\$ 12,444,033	\$ 13,176,562
Services & Supplies	8,379,167	5,728,982	8,893,736	5,581,718
Fixed Assets - Equipment	30,000	46,669	27,000	—
Management Reserves	98,221	—	—	—
Total	\$ 19,247,042	\$ 15,978,337	\$ 21,364,769	\$ 18,758,280



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Reserve/Designation	\$ 544,500	\$ 544,500	\$ 112,000	\$ 112,000
Fund Balance	4,149,139	4,149,139	4,269,879	1,733,431
Licenses Permits & Franchises	4,932,353	5,163,667	5,688,133	5,791,540
Fines Forfeitures & Penalties	43,500	45,795	4,770	4,770
Revenue Use of Money & Property	—	725	—	—
Charges For Current Services	3,851,658	4,480,275	5,038,417	4,894,057
Intergovernmental Revenue	810,310	502,849	1,080,000	806,943
Miscellaneous Revenues	—	17,157	—	—
General Revenue Allocation	4,915,582	1,074,230	5,171,570	5,415,539
Total	\$ 19,247,042	\$ 15,978,337	\$ 21,364,769	\$ 18,758,280



Department Description

The Department of Public Works (DPW) is responsible for: maintenance and improvement of County Maintained Roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; environmental support; airport operations, maintenance and lease management; transportation studies and transit bus operations; recycling and solid waste planning; inactive landfill maintenance; engineering, operations, and maintenance services in wastewater treatment and flood control.

Mission Statement

Ensure public safety through design, construction and maintenance of safe and reliable infrastructure. Develop and maintain highly motivated, knowledgeable staff in a safe, fair working environment. Foster partnerships with communities and industry that result in the best possible outcomes. Protect and preserve public resources and assets, applying the highest standards of professional, and ethical conduct. Provide responsive, quality service to our customers at a reasonable cost.

2000-01 Accomplishments

- Enhanced stormwater quality efforts by: increasing stormwater enforcement at permitted construction sites; established two full-time stormwater action teams; considering design of natural channels where appropriate; initiated 50% increase in cleaning of drainage facilities; increased use of Best Management Practices at DPW facilities and in DPW operations.
- Awarded contracts that will accomplish \$14 million in road resurfacing and culvert repairs, within 12 months of receiving AB2928 funds.
- Achieved \$2 million in one-time cost savings and \$2 million in recurring savings through comprehensive Roads Management Review.
- DPW employee Joe Moore earned the maximum \$20,000 Do It Better By Suggestions (DIBBS) award for saving \$296,646 by identifying a way to accomplish needed traffic control at significantly reduced cost.
- Increased efforts and success in obtaining grants including: turbines to generate electricity from methane at Jamacha Landfill (\$75,000); recycling activities (oil, tires, education) (\$600,000); improvements at Palomar Airport and Gillespie Field (\$1.4 million); Safe Routes to School (\$150,000); Julian Wastewater Treatment Plant (\$147,000); and two Proposition 13 Watershed Planning grants (\$400,000).
- Initiated State legislation approved in August 2000 to allow external bank loans for Permanent Road Divisions, rather than only General Fund loans.
- Successfully negotiated agreements with Rincon, San Pasqual and Pauma Bands of Indians for contribution of \$14.6 million for roadway improvements to mitigate casino impacts.
- Developed traffic study for the "Report on the Potential Impact of Tribal Gaming on Northern and Eastern San Diego County".
- Initiated development of Trails Strategic Plan and Trail Assessment Study. Created a Trails multi-discipline team, including members from two other County departments (Planning & Land Use, and



- Parks & Recreation). Community meetings have been held and input on potential trail maps in each planning area was integrated into the trails planning document.
- Initiated study of County Transit System divestiture to the Metropolitan Transit Development Board (MTDB) to enhance service delivery and reduce costs. Developing CTS/MTDB Agreement with input from contract cities and rural boards.
 - Successfully transitioned the Solid Waste Recycling and Planning Program from Department of Environmental Health to Department of Public Works.
 - Developed comprehensive performance measures and initiated use of the Balanced Scorecard as a management tool.
 - Co-located Capital Improvement Project (CIP) managers and design teams to further improve productivity of the CIP Project Centered Organization previously established through a reengineering study.
 - Reorganized and co-located private development inspectors and private development project teams to improve coordination of permit enforcement.
 - Reviewed and reengineered processes and procedures including: storm water enforcement; agricultural exemption; processing final mapping; and mitigation fee administration.
 - Provided additional customer information on the Department web site including: *DPW Update* and *Plane News*; Topo and Orthophoto maps within County (4,000± pages); Storm Road Closures and Alerts during major weather events; interactive service request forms for Roads and Special Districts; Flood Control District; and, Regional Standards.
 - Named Employer of the Year by Partnerships with Industry (PWI) for Road Maintenance Divisions providing meaningful work for developmentally disabled individuals.
 - Formed East Otay Mesa Sewer Maintenance District to support development in the Specific Plan Area.
 - Resurfaced 350 miles of County Maintained roads.
 - Installed 13,000 feet of roadside metal beam guardrail.
 - Repaired 100% of potholes reported on County maintained roads within 24 hours of notification (or next working day).
 - Implemented annual airport leasehold inspection program beginning with Compliance 2000 workshops and education plan.
 - Completed several road, bridge, and drainage improvement projects including Mission Road, Los Coches Road, Cole Grade Road, Fallbrook Main Street, Olive Hill Road, Beechtree Drainage, Alvarado Street Drainage, and Camino Del Rey Bridge.
 - Completed three large landfill projects: Palomar Landfill/Airport regrading; clean closure of San Ysidro Burnsite; and, closure of Otay Class I Landfill.
 - Performed Land Development map and plan checks in less than ten calendar days (median) for third consecutive year.
 - Formed nine new Permanent Road Districts and ten underground utility districts. Added eleven areas into the County Lighting District.
 - Recorded 35 major subdivision maps and 44 minor subdivision maps between July 1, 2000 and June 30, 2001.
 - Improved accident review procedures and reduced lost time injuries for workforce by 27% compared to same period in previous year.



- Successfully obtained programming of \$10 million East County Maintenance Facility into MTDB Short Range Transit Plan, and expect to receive 90% federal funding.

2001-03 Objectives

Fiscal Stability

- Continue to support and participate in County's ERP development and implementation (This objective also supports the Technology, and Human Resources Modernization initiatives.)
- Work with other agencies to seek long-term, stable funding sources for infrastructure capital and maintenance needs.
- Seek grant and other alternative funding sources for capital improvement projects.
- Continue to work with area lending institutions to formulate programs for Permanent Road Division property owner groups wishing to borrow funds to improve their non-County maintained roads.
- Work with Indian Tribes to develop contribution agreements for roadway improvements needed as a result of new or expanded casinos.
- Assist the County in development of a plan for GASB 34 (Governmental Accounting Standards Board) implementation.
- Complete rate study and establish financial policies for Flood Control and Sanitation Districts. Specifically address replacement reserves and other reserve funds.

Environment

- Implement Board initiatives to increase cleaning of roads and drainageways, to require post-construction Best Management Practices (BMPs) in new construction; to convert four existing concrete channels; and, to encourage natural channels in new construction.

- Develop comprehensive implementation plans and perform actions to assure compliance with new National Pollutant Discharge Elimination System (NPDES) permit.
- Support the Department of Environmental Health on Project Clean Water and other efforts to enhance stormwater quality.
- Develop Watershed Master Plans for Tijuana River Basin and for Santa Margarita Watershed.
- Support the Department of Planning & Land Use's GP 2020 development efforts through transportation planning assistance.
- Resurface 250 miles of County-maintained roads.

Self Sufficiency

- Assist in making the Health & Human Services Agency's San Pasqual Academy fully operational through paving and wastewater management support.

Technology

- Work towards making permits available through the internet with E-commerce capability.

Human Resources Modernization

- Prepare personal development plans for each Department employee.

Workplace Improvement

- Develop five and ten year goals for workplace improvements.

Changes from 2000-01 Adopted

- **Transportation:** Additional 16 staff years, of which six were added mid-year. Increase of \$3 million for Salaries and Benefits, maintenance of structures at Road Stations, and stormwater quality crews to provide culvert cleaning on County maintained roads. No effect on the County General Fund.



- **Land Development:** Three additional staff years for private development review were added mid-year and are offset by increased developer deposits and one staff year was transferred from Engineering Services. \$1 million for Salary and Benefit increases and operational costs. No effect on the County General Fund.
- **Engineering Services:** Five Inspectors were added mid-year to ensure private developer projects adhere to grading and stormwater permit regulations, Junior Engineer rotation program positions were transferred to Management Services, one position was added for Watercourse Enforcement and various other program shifts, resulting in no effect on total staff years. \$8.5 million increase for Salaries and Benefits and road maintenance projects supported by AB2928 funding, federal highway funds, and TransNet funds. No effect on the County General Fund.
- **Solid Waste Management:** Five staff years were transferred from the Department of Environmental Health to Public Works for the Solid Waste Recycling and Planning program. One-time projects were completed, resulting in a \$1 million decrease. No effect on the County General Fund.
- **Management Services:** Junior Engineer positions were transferred from other Department programs to provide for an engineering rotation program as part of centralized training and other staffing adjustments resulted in an increase of 3 staff years. Overall \$400,000 budget decrease due to a reduction in A-87 overhead costs. No effect on the County General Fund.
- **General Fund:** Transfer San Marcos closure activities and associated revenues to the Solid Waste Program (\$15.3 million), provide funding for a transit strategy to support the environmental initiative (\$200,000), and development of an imaging system (\$927,435) for Cartography funded with Land Use & Environment Group Reserve. Approximately \$350,000 County General Fund decrease.
- **Airports:** One additional staff year to perform noise-monitoring activities to comply with FAA requirements at McClellan-Palomar Airport. \$6.79 million for capital projects including acquisition of lots at McClellan-Palomar Airport and rehabilitation of runways at Gillespie Field. Revenue for capital projects is 90% FAA grants, 4.5% State grants, and 5.5% Airport Enterprise Fund. No effect on the County General Fund.
- **Wastewater Management:** One additional staff year for San Pasqual Academy wastewater operations and maintenance activities.
- **County Transit:** \$4.66 million for anticipated increase in the East County Suburban service contract and increased fuel costs. Funded from Transit Development Act (TDA) funds and passenger farebox revenues. No effect on the County General Fund.
- **Sanitation Districts:** \$11.3 million increase of which \$5.1 million reflects increases in reserve designations and \$5.5 million reflects increases in capital projects. No effect on the County General Fund.
- **Flood Control District:** \$850,000 increase for Stormwater related activities.
- **County Service Areas (CSA):** \$130,000 increase due to adjustments required and approved by the various CSAs. No effect on the County General Fund.
- **Equipment ISF:** \$1 million decrease in operating transfer to the Road Fund, \$2.3 million decrease in underground storage tank mitigation costs, and \$0.9



million increase in capital projects, resulting in an overall \$2.4 million decrease. No effect on the County General Fund.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
DPW Roads/Drainage Debris Removal (Cubic Yards)	3400	3385	5000	5000
Grant Submittals	18	26	20	20
Permanent Employees with Personal Development Plans	100%	100%	100%	100%
Work Space Improvements (# Employees)	50	50	50	50
County Roads Resurfaced (Miles)	167	350 (approx.)**	200	200

**Note: The large increase for 2000-01 was due to an unanticipated Governor's funding for local road resurfacing projects. At this point it is uncertain as to how much resurfacing monies will be provided by the state for 2001-02 and 2002-03.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Transportation Program	210.00	226.00	226.00
Land Development Program	75.00	79.00	79.00
Engineering Services Program	103.00	103.00	103.00
Solid Waste Management Program	11.00	16.00	16.00
Management Services Program	45.00	48.00	48.00
Airports Program	30.00	31.00	31.00
Wastewater Management Program	40.00	41.00	41.00
Total	514.00	544.00	544.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Transportation Program	\$ 23,863,846	\$ 24,097,581	\$ 26,883,598	\$ 27,026,460
Land Development Program	7,887,807	8,151,376	8,859,875	8,721,427
Engineering Services Program	42,970,199	38,973,344	51,489,003	76,613,701
Solid Waste Management Program	13,266,254	12,008,675	12,264,035	29,291,290
Management Services Program	10,276,162	9,457,330	9,877,174	10,226,091
General Fund Activities Program	19,462,483	3,081,108	4,265,076	3,172,461
Airports Program	28,367,664	7,848,198	35,161,551	21,207,299
Wastewater Management Program	5,126,965	3,870,287	5,165,723	5,239,889
County Transit Program	13,822,574	12,408,894	18,483,331	18,483,331
Sanitation Districts	20,253,302	14,937,920	31,526,901	21,858,647
Flood Control	4,931,600	2,597,480	5,786,542	4,831,679
County Service Areas	5,160,056	3,321,262	5,282,357	5,181,180
Equipment ISF Program	15,370,543	10,674,181	12,978,604	10,410,234
Total	\$ 210,759,455	\$ 151,427,642	\$ 228,023,770	\$ 242,263,689



Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 32,819,257	\$ 32,315,627	\$ 37,014,976	\$ 38,535,208
Services & Supplies	139,999,980	104,425,823	136,762,718	170,102,773
Other Charges	13,993,785	5,085,422	13,318,133	9,970,629
Capital Projects/Land Acquisition	11,965,000	656,856	24,828,734	15,593,000
Fixed Assets - Equipment	5,379,749	1,428,157	4,553,206	3,818,195
Expend. Transfers & Reimbursements	—	—	(320,000)	—
Reserves	760,200	—	750,000	750,000
Reserve/Designation Increase	3,342,539	3,342,539	9,238,600	2,771,587
Operating Transfers	2,498,945	4,173,215	1,877,403	722,297
Total	\$ 210,759,455	\$ 151,427,642	\$ 228,023,770	\$ 242,263,689

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Reserve/Designation	\$ 657,879	\$ 657,879	\$ 799,725	\$ 794,974
Fund Balance	24,743,794	(14,882,631)	39,069,312	21,567,170
Taxes Current Property	2,983,132	3,320,971	3,153,528	3,146,456
Taxes Other Than Current Secured	26,014,951	22,936,995	31,951,523	57,864,562
Licenses Permits & Franchises	69,100	72,345	53,100	53,100
Fines Forfeitures & Penalties	3,000	(1,523)	3,000	3,000
Revenue Use of Money & Property	14,792,952	20,078,873	16,083,419	15,935,329
Charges For Current Services	40,257,566	37,201,459	41,008,176	43,866,404
Intergovernmental Revenue	63,002,843	65,960,558	78,028,210	66,718,703
Miscellaneous Revenues	32,782,376	10,999,232	13,547,717	29,579,915
Other Financing Sources	3,680,431	4,519,213	2,901,449	1,357,238
General Revenue Allocation	1,771,431	564,271	1,424,611	1,376,838
Total	\$ 210,759,455	\$ 151,427,642	\$ 228,023,770	\$ 242,263,689

Community Services Group

Community Services Group

**Community Services Group Summary &
Executive Office**

Animal Control

County Library

General Services

Housing and Community Development

Purchasing and Contracting

San Diego County Redevelopment Agency

Registrar of Voters



Group Description

The Community Services Group provides policy, fiscal oversight and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents. These are the departments of Animal Control, Housing and Community Development, the County Library system, and the Registrar of Voters. Two departments, General Services and Purchasing and Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

Provide friendly, cost effective, quality services to the public and County departments through internally streamlined, customer focused operations and well managed competitive external providers.

2000-01 Accomplishments

- **Library Improvements**—A new branch library was completed at Potrero. Construction began on four new library branches in Cardiff-by-the-Sea, Rancho San Diego, Spring Valley and Valley Center. Santee and Borrego branch libraries were relocated into expanded lease space. Pre-teen and teen programs were established in five branch libraries. A major remodel of library headquarters was completed.
- **Redistricting**—The Community Services Group was staff lead on the Redistricting effort based on 2000 census data. Technical and logistical support was provided to an advisory committee established by the Board of Supervisors to oversee the effort.
- **Rebuilding Animal Shelters**—The Replacement of the Central Animal Shelter in partnership with the City of San Diego, was delayed after extensive fire damage occurred June 29, destroying over 30% of the nearly completed facility. The project is continuing with an estimated completion date in FY 2001-02.
- **Components of “Pet Project 2000”** were implemented including a spay/neuter outsourcing policy, Red Alert Program and Protecting Animals and the Community (PAC) teams. An assessment of the Department of Animal Control was conducted by the Humane Society of the United States. Fund raising was begun for a new North County Coastal Animal Shelter.
- **Presidential Election**—The Registrar of Voters successfully conducted the November Presidential Election. The number of precincts having at least one bi-lingual poll worker was expanded by ten.
- **Improved Housing Assistance**—Housing and Community Development revised the County Housing Resource Directory in collaboration with the City of San Diego. Ten program brochures were translated into second languages. Development was begun on a subdivision in the Upper San Diego River Redevelopment Agency project area.
- **Standardization of County Vehicles**—Ford became the standard Fleet ISF vehicle, resulting in cost savings through standardization of parts and technician training.
- **Established Department of Purchasing and Contracting**—The Purchasing and Contracting ISF became a separate Department focused on supplying



the services and materials necessary for e-government to successfully develop within the County business model.

- **Continued Fiscal Discipline**—All on-going operational needs were met with on-going resources. One-time resources were dedicated to group management reserves to be used for future infrastructure improvements, major maintenance projects, automation improvements, special studies, ADA improvements, and customer service improvements.
- **Energy Crisis**—The Department of General Services led County efforts to contain and mitigate the crisis resulting from utility deregulation in California. The Department diligently monitored industry and legislative developments, implemented Countywide conservation educational programs and expanded lighting retrofits.
- **Infrastructure Improvements**—The second year of the two year, +\$32 million plan to eliminate deferred major maintenance was completed by General Services.

2001-03 Objectives

Technology

- Identify, develop, and implement e-government enhancements to improve public access to services, information, and employee efficiency.
- Develop a reporting system for veterinarians to record rabies vaccinations and dog license information directly in the Department of Animal Control's Chameleon tracking system.
- Automate data entry of voter registration information; continue to investigate electronic voting systems.
- Continue to seek web-based venues for auctions of surplus county property, contracts, bidding, and Buy-Net replacement.

Workplace Improvement

- Pursue competitive funding from Proposition 14 (Library Bond) for construction of community libraries. Complete construction of six new library branches.
- Construct new North County Coastal Animal Shelter.
- Begin development of County workplace standards.

Environment

- Develop/manage replacement of aging public safety facilities.
- Stabilize the Major Maintenance program with \$11 million in ongoing funding.
- Implement Best Management Practices (BMP) in compliance with the Regional Water Quality Control Board Municipal Stormwater Permit.

Crime Prevention

- Establish partnerships with private, non-profit, and community groups/agencies to increase adoptions and spay/neuter activities.
- Develop partnerships to achieve Housing and Community Development's goal of better communities.
- Distribute crime prevention informational brochures at County branch libraries

Self Sufficiency

- Expand methods of public access to library resources.
- Expand availability of bilingual poll worker assistance and student poll worker programs.
- Identify opportunities to fund low and moderate income housing in the Lakeside area, as required by State redevelopment law.
- Promote adult literacy services throughout San Diego County Library service area through READ/SD contract.

Fiscal Stability



- Ensure prudent cash reserves are maintained for investment in one-time uses.
- Secure funding for a new North County Shelter, under the leadership of Supervisor Slater.
- Expand SPAN-FM utilization to provide facility infrastructure data components per GASB 34 requirements.
- Continually reduce overhead, re-directing savings toward front-line public services.

Human Resources Modernization

- Increase emphasis on employee suggestions for workplace process improvements; reward employees for entrepreneurial approaches to their work.

- Improve and increase diversity in recruitment through community outreach.

Regional Leadership

- Successfully complete the Redistricting process for the County.
- Continue leadership role on solutions to the energy crisis.
- Continue a regional leadership role with Animal Control's Pet Project 2000 to decrease euthansia and increase pet adoptions.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Control	134.00	140.00	140.00
County Library	251.76	295.24	299.99
General Services	386.65	406.90	406.90
Housing and Community Development	81.00	107.00	107.00
Purchasing and Contracting	48.60	51.60	51.60
Registrar of Voters	48.00	49.00	49.00
Total	959.01	1,058.74	1,063.49

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Group Executive Office	1,374,510	983,502	2,399,455	2,875,213
Animal Control	9,014,545	8,208,969	10,216,398	10,231,691
County Library	20,652,608	18,863,083	24,965,808	24,781,519
General Services	116,701,813	114,638,357	138,636,680	133,602,732
Housing and Community Development	36,597,839	14,583,895	34,065,362	31,423,249
Purchasing and Contracting	46,476,907	32,369,554	47,418,094	47,760,512
San Diego County Redevelopment Agency	5,196,022	2,364,389	3,876,236	3,387,872
Registrar of Voters	7,137,946	6,953,835	7,604,371	7,604,248
Total	\$ 243,152,190	\$ 198,965,589	\$ 269,182,404	\$ 261,667,036



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Executive Office	\$ 1,374,510	\$ 983,502	\$ 2,399,455	\$ 2,875,213
Total	\$ 1,374,510	\$ 983,502	\$ 2,399,455	\$ 2,875,213

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 833,311	\$ 837,615	\$ 925,932	\$ 948,952
Services & Supplies	301,459	145,887	366,068	378,082
Management Reserves	239,740	—	1,107,455	1,548,179
Total	\$ 1,374,510	\$ 983,502	\$ 2,399,455	\$ 2,875,213

Budget by Categories of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	—	144,253	86,824	77,684
Miscellaneous Revenues	—	41,667	—	—
General Revenue Allocation	1,374,510	797,582	2,312,631	2,797,529
Total	\$ 1,374,510	\$ 983,502	\$ 2,399,455	\$ 2,875,213



Department Description

The Department of Animal Control saves the lives of thousands of unwanted, abandoned pets every year, at the same time protecting the public from dangerous animals and the deadly rabies virus. The Department works diligently to reunite lost pets with their owners, while stray animals are given a second chance through the Department's adoption program. Animal Control Officers protect the health and safety of the County's animals and citizens by enforcing the laws that relate to the care and responsible ownership of domestic animals. The Department provides these services to nine area cities and the unincorporated areas of the County.

Mission Statement

Protecting the health, safety, and welfare of people and animals.

2000-01 Accomplishments

County Facilities/Workplace Improvements

- Collaborated with the City of San Diego on the oversight of the construction of the new state-of-the-art, community friendly Central Animal Shelter. Prior to a devastating fire that destroyed over one-third of the building on June 29, completion was scheduled for August 2001. An exact completion date has not been re-set, however it will be during FY 2001-2002.
- Selected the current site for replacement of the North County Animal Shelter in Carlsbad. Also selected Vincent Yu to design the facility.

Crime Prevention/Public Safety

- Established the PAC Team (Protecting Animals and the Community), which conducted over 35 targeted enforcement patrols and improved public safety by decreasing the number of roaming dogs by over 250.
- Conducted 75 rabies vaccination and licensing clinics at times and locations convenient to the public, enabling pet owners to easily purchase licenses and further the prevention of rabies.

Continuous Improvement

- Implemented the Spay and Neuter Surgery Program, which utilized local veterinarians to perform sterilization surgeries of adopted and claimed animals, which improved customer service.
- Implemented a Spay Neuter Rebate Coupon Program to help decrease the number of unwanted pets in the community.
- Improved the DAC website by adding information and links on "One Stop" Licensing Clinics, Dog License "Look-Up", dog bite prevention, and animal behavior.
- Implemented the "Loving Seniors, Loving Pet" Program sponsored by the Silver Bay Kennel Club, which pays the dog adoption fees for senior citizens.
- Implemented the Department Senior Pet Adoption Program, which lowered the adoption fee to \$30.00 for dogs and cats over seven years of age, to help achieve Pet Project 2000 goals.
- Implemented the "Red Alert" Program, which enables customers to express interest in a pet before it is available for adoption, enhancing customer service and helping to increase the number of animals adopted.



Regional Leadership

- Implemented a well received, Department animal rescue policy to formalize our partnership with animal rescue groups and adopted over 1,600 pets to these partner groups in support of Pet Project 2000 goals.

2001-03 Objectives

Fiscal Stability

- Continue to work with other jurisdictions to establish guidelines for State reimbursement of costs related to SB 1785, which will provide a new revenue stream for the Department.
- Seek State reimbursement for the SB 1785 related development of a formal animal medical protocol manual.

Crime Prevention

- Establish an animal care education program and develop an animal violators school to combat animal cruelty, a leading indicator of violent crime potential.
- Collaborate PAC Team and investigative field activities with Public Safety Group and local law enforcement agencies.

Health and Wellness

- Display brochures on County services in the shelter lobbies.

Technology

- Provide access to the Chameleon database through the mobile data terminals in patrol vehicles, enabling the Animal Control Officers to access and update transactions while in the field.
- Expand DAC website links to other animal agencies to increase adoptions.

Human Resources Modernization

- Implement a Department Employee Development Plan to enhance employee growth and improve employee job satisfaction.

County Facilities/Workplace Improvement

- Continue to explore funding alternatives for rebuilding the North County Animal Shelter in Carlsbad.
- Add sprinkler systems to the North and South County Animal Shelters to protect the facilities and the animals housed in them from damage, injury or destruction by fire.
- Begin operations in the new, expanded Central County Animal Shelter on Gaines Street.

Continuous Improvement

- Expand Spay Neuter programs to ensure more pets are altered and reduce the number of unwanted pets in the community.
- Extend hours during spring and summer to increase adoptions.
- Establish committees of employees to review and develop streamlined processes relating to adoptions and other core internal activities.

Regional Leadership

- Work with FOCAS and other animal organizations to increase adoptions and decrease euthanasia.

Changes from 2000-01 Adopted

- Salaries and Benefits are proposed to increase a total of about \$350,000 for an employee COLA, operation expenses for the expanded Central Animal Shelter and extended shelter operating hours.
- Services and Supplies are proposed to increase a total of about \$650,000 for Information Technology contract expenses, operation of the expanded



- Central Animal Shelter, extended shelter operating hours, and spay and neuter outsourcing expenses, which were previously paid as Salaries and Benefits.
- Staff years are proposed to increase a total of six, four for operation of the expanded Central Animal Shelter and two for extended shelter operating hours.
- Revenues are expected to increase about \$535,000 from city contracts based upon the sharing formula in the current contracts.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Number of Pets Adopted	10,500	10,772	11,000	11,200
Number of Pets Reunited with Owners	5,000	4,979	5,300	5,400
Number of Patrol Officer Responses	32,000	33,221	32,000	32,000
Number of Adoptable Animals Euthanized	1,600	1,236	1,200	1,000
Number of Treatable Animals Euthanized	1,400	2,115	1,000	900

The Department met or exceeded three of the five measurement goals. The total “Number of Pets Reunited with Owners”, although short of the goal is 8.7% higher than last year. The goal for the total “Number of Treatable Animals Euthanized” was not achieved, however, the Department has established strategies to attain or exceed the goal for next year.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Animal Control	134.00	140.00	140.00
Total	134.00	140.00	140.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Animal Control	\$ 9,014,545	\$ 8,208,969	\$ 10,216,398	\$ 10,231,691
Total	\$ 9,014,545	\$ 8,208,969	\$ 10,216,398	\$ 10,231,691

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 6,385,168	\$ 5,718,768	\$ 6,772,379	\$ 7,001,771
Services & Supplies	2,440,933	2,490,200	3,349,797	3,135,698
Management Reserves	188,444	—	94,222	94,222
Total	\$ 9,014,545	\$ 8,208,969	\$ 10,216,398	\$ 10,231,691

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	94,222	94,222	37,195	—
Licenses Permits & Franchises	2,162,100	2,072,982	2,091,998	2,091,998
Fines Forfeitures & Penalties	9,000	12,642	9,000	9,000
Charges For Current Services	5,346,469	5,360,761	5,892,092	6,109,935
Miscellaneous Revenues	13,490	14,581	271,306	12,590
General Revenue Allocation	1,389,264	653,781	1,914,807	2,008,168
Total	\$ 9,014,545	\$ 8,208,969	\$ 10,216,398	\$ 10,231,691



Department Description

The County Library provides library services at 31 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for life-long learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; providing diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and life-long learning.

2000-01 Accomplishments

- Achieved customer satisfaction rating of 4.82 out of 5.00 for County Library system.
- Implemented first year of expanded plan of service at 11 branch libraries; 72 public service hours a week were added.
- Monitored quality of service as Pennant Alliance IT contract was implemented; tiger teams established to address service level challenges.
- Reconfigured and redesigned County Library Web page; offered remote access to online catalog and reference databases to home and workplace customers; achieved a record of 73,159 hits in one day.
- Offered word processing at all 31 library branches.
- Provided 5,472 youth and adult services programs in 31 branch libraries.
- Contracted with READ/San Diego for provision of adult literacy services and vacated County Library Adult Literacy Services office.
- Contracted for library book reserve and overdue notices for both better quality notices and more reliable service for an annual savings of \$35,539.
- Completed Potrero Branch Library in March 2001; construction underway for Rancho San Diego Branch Library; completed designs of branch libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center; began design of a new Campo-Morena Village Branch Library; and began operations of the shared-use library in Solana Beach.
- Tenant improvements completed and ribbon cutting for increased leased library space in Borrego Springs and Santee; renovated leased space in Alpine; renovated County Library Headquarters.
- Implemented Books-By-Mail pilot program for enhanced availability of library resources for customers throughout County Library service areas.
- Received donations of \$168,328 for the Community Dollar-For-Dollar Matching Funds Program.
- Researched, developed specifications, and contracted for replacement of two mobile libraries (bookmobiles).
- Attended meetings, workshops, and public hearings relating to Proposition 14; provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Fallbrook, Imperial Beach, Julian, La Mesa, Lemon Grove, and Santee.
- Implemented weeklong training academy for new library staff; 108 people attended nine academy sessions.
- Began maintaining statistics on web based library service usage.



2001-03 Objectives

Self Sufficiency

- Expand library service access in the County Library system by at least 25% over two years to enhance the availability of library resources to all citizens in San Diego County.
- Expand Books-By-Mail pilot program for enhanced availability of library resources to 150 customers.
- Replace two new mobile libraries and research service needs and schedule frequency in rural eastern and northern San Diego County, including San Pasqual Academy and County Operations Center.
- Monitor READ/SD contract to provide adult literacy services throughout San Diego County Library service area for the second and third years of the contract period.
- Construct and open for operation five new libraries in Bonita, Cardiff-By-The-Sea, Rancho San Diego, Spring Valley, and Valley Center.

Fiscal Stability

- Continue to attend meetings, workshops, and public hearings relating to Proposition 14; provide ongoing support and information to community groups in Alpine, Campo-Morena Village, Fallbrook, Imperial Beach, Julian, La Mesa, Lemon Grove, and Santee.
- Increase the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to a minimum of \$250,000.

- Review the expanded plan of service to insure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

- Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.

Regional Leadership

- Review library programming to address issues in the Countywide initiatives for self-sufficiency, health and wellness, crime prevention, environment, and fiscal stability.
- Maintain or exceed customer satisfaction rating of 4.75 for County Library system.

Changes from 2000-01 Adopted

- Salaries and Benefits are increased by \$2.4 million and 44 staff years. This increase will provide for implementation of the Library's plan of service and an employee COLA.
- Services and Supplies are increased by \$1.8 million to include increased utility costs, book purchases, and other operating services and supplies.
- Other Charges, Fixed Assets, and Operating Transfers are decreased by \$450,000.
- Revenues are increased by \$3.8 million, primarily as a result of increased property tax revenue.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Library Hours Open	63,291.9	64,382.5	71,665.5	80,711.0
Cost Per Hour Open	\$326.31	\$282.11	\$340.89	\$307.04
Branches/Mobile Libraries Operated	34	33	34	34
Circulation/Usage	3,095,191	6,615,781	7,146,645	7,462,643
Children's Programs	5,560	5,472	5,960	6,108



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Library Operations & Administration	18.75	21.50	21.50
Library Prof. & Tech. Support Svcs.	46.75	52.75	53.25
Library Branch Operations	186.26	220.99	225.24
Total	251.76	295.24	299.99

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Library Operations & Administration	\$ 2,275,589	\$ 1,569,556	\$ 2,834,457	\$ 2,852,049
Library Prof. & Tech. Support Svcs.	9,384,606	7,463,356	5,359,356	5,306,008
Library Branch Operations	8,992,413	9,830,170	16,771,995	16,623,462
Total	\$ 20,652,608	\$ 18,863,083	\$ 24,965,808	\$ 24,781,519

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 10,289,038	\$ 9,565,500	\$ 12,725,683	\$ 13,454,276
Services & Supplies	9,653,570	8,528,637	11,980,125	11,192,243
Other Charges	205,000	169,923	35,000	35,000
Fixed Assets - Equipment	455,000	309,116	225,000	100,000
Operating Transfers	50,000	289,905	—	—
Total	\$ 20,652,608	\$ 18,863,083	\$ 24,965,808	\$ 24,781,519



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	156,200	(2,142,384)	535,616	—
Taxes Current Property	14,430,225	14,251,955	18,385,492	18,671,786
Taxes Other Than Current Secured	229,383	419,740	300,100	350,653
Fines Forfeitures & Penalties	—	(15,773)	—	—
Revenue Use of Money & Property	87,600	400,745	287,600	287,600
Charges For Current Services	617,200	715,753	675,000	675,000
Intergovernmental Revenue	2,155,000	2,163,706	2,103,000	2,117,480
Miscellaneous Revenues	177,000	224,842	279,000	279,000
Other Financing Sources	2,800,000	2,844,500	2,400,000	2,400,000
General Revenue Allocation	—	(1)	—	—
Total	\$ 20,652,608	\$ 18,863,083	\$ 24,965,808	\$ 24,781,519



Department Description

The Department of General Services provides support services to all other County departments to enable them to deliver “best in class” services to the public. General Services support includes Facilities Management, Fleet Management, and Document Services. In February 2001, Purchasing and Contracting was separated from General Services to become an independent department. Beginning with Fiscal Year 1999-2000, all General Services are provided through Internal Service Funds, with the exception of the General Fund Equipment Acquisition budget that manages lease purchased vehicles.

Mission Statement

Provide quality service to our customers in the most courteous, professional and cost-effective manner.

2000-01 Accomplishments

Facilities Management ISF

- Implemented \$14 million library program, with one library completed (Potrero), one library in construction, (Rancho San Diego), three set for bid, (Valley Center Library & Museum, Cardiff, Spring Valley), two in long-range program (Campo, Bonita) and three in preparation for State Bond Act funding applications.
- Staffing by consultant – augmentation to execute major maintenance projects by end of fiscal year.
- Completed site review for the downtown courthouse (block bounded by “B” and “C” and State and Union Streets).
- North County Regional Center remodeling, valued at \$4.2 million, went to bid in April 2001.
- Plans and specifications finalized for East Mesa Juvenile Detention Facility estimated to be \$53 million; will go to bid in August 2001.
- Successfully accomplished three year \$32 million Major Maintenance backlog program (completed or under construction). Approximately \$12.6 million

in Major Maintenance projects completed with an additional \$14 million in planning or contracting phase.

- Installed spending plans on every project at planning, design and construction stages.
- Implemented positive control for starting and closing projects by requiring signatures from maintenance operations, clients, contractors, and DGS Supervisors.
- Implemented Quality Assurance requirement for every service contract with approved staffing to accomplish goal.
- Hosted the first California Counties Real Estate Workshop that offered California county real estate executives and managers the opportunity to discuss the unique challenges of acquiring, managing, and disposing of real estate for county government
- Completed sale of initial 336-acre portion of Deer Park for \$2.5 million. Total bid price for 436-acre surplus property was \$4.0 million. Highest sale price of any surplus property in the history of the Real Estate Services Division
- Conducted Request for Statement of Qualifications for the development of 104 acres of Santee Surplus property, located south of the San Diego River. Selected four firms to compete for development of the property.



- Acquired 4.36-acre site for the new Valley Center Library.
- Acquired 598 acres of the 4000-acre Daley Ranch in Jamul for preservation program.
- Acquired 8,920 sq. ft. building in El Cajon for the Assessor/Recorder/Clerk.
- Established Capital and Space Planning Committee to integrate departmental strategic plans with region-wide master plans.
- Acquired 95% of parcels by negotiation as opposed to using lengthy and costly eminent domain procedures; purchased 87% of parcels acquired by negotiation at appraised value.
- Completed annual inspection of 146 lease facilities to ensure proper maintenance and repair practices.
- Completed the following lease transactions and build outs: Child Support Enforcement Program in downtown San Diego (66,000 sq. ft.); Aging and Independence Services in Chula Vista (31,000 sq. ft.); California Children Services in Mission Gorge (13,980 sq. ft.); San Marcos Sheriff Substation (18,000 sq. ft.); Homeless Mental Health Program in east San Diego (10,000 sq. ft.); Remodel of HHSA Family Resource Center in Lemon Grove (40,000 sq. ft.); HHSA Polinsky Annex in Kearny Mesa (8,840 sq. ft.); and, Spring Valley Library, Gymnasium and Team Center ground lease.
- Enhanced SPAN-FM to include wider accessibility to client departments and maintenance staff. This provides the ability to track preventive maintenance, discretionary work, labor, materials, inventory, and personnel. This database will be used as a building block for the ERP implementation.
- Initiated program to reduce energy consumption through an audit at County facilities, an employee education campaign designed to heighten awareness of energy usage, procurement of grant funding for energy conservation measures and adoption of a Countywide Energy Master Plan.

Document Services ISF

- Implemented Remote Print to allow departmental U.S. Mail or Interoffice Mail documents to be printed and mailed from the Mail Center.
- Implemented record conversion service to move data from film to compact disk.
- Increased Mail pieces handled over original projection due to two national elections.
- Increased Records workload due to major one-time work for customers, implementation of the new film to CD conversion service and overall growth.

Fleet Management ISF

- Completed the acquisition of 297 replacement and 110 Board of Supervisors approved additional vehicles in FY 00/01.
- Completed 100% of preventive maintenance per schedule, 60% of targeted repairs completed in one day or less; 96% of targeted repairs completed in three days or less.
- Completed approximately 1200 hours of Ford Motor Company factory technician training.
- Maintained a satisfactory rating from the California Highway Patrol for BIT commercial vehicle inspections and completed all required emissions testing ahead of schedule.



2001-03 Objectives

Workplace Improvement

- Continue County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year (Fiscal Year 2001-2002).
- East Mesa Juvenile Detention Facility access road, estimated to be \$4.35 million, will go to bid in August 2001. Construction is scheduled to start in October, 2001 and be completed in March, 2002.
- Central Animal Shelter was near completion when arson razed the administrative building in June 2001. Re-building and fire remediation is expected to be completed by February 2002.
- County Operations Center (COC) Annex building re-roofing (entire 320,000 sq. ft.) will be completed in October 2001.
- Assessor/Recorder Building in South Bay will be completed in February 2002.
- Update Countywide standards for workstations and templates for ergonomic configurations.
- Conduct workplace assessments on key facilities to identify potential improvements.
- Conduct inspection on 140 lease facilities to ensure lease compliance.
- Assist County departments with space issues and planning through the Capital and Space Planning Committee.
- Establish building maintenance profiles for each facility through an expanded audit and assessment program. The profiles will be used to develop a multi-year routine and major maintenance plan.
- Provide acknowledgement to customers of work order project receipt within 48 hours.
- Consolidate the operations in Document Services. Combine the Mail Center, the Records High Volume Production Services, and all offset Print and Copy Services and Print Design Services in one

location. This will allow staff to more efficiently do their work and mechanize some operations. Overall, this will provide better and more cost efficient service.

Environment

- Continue Santee surplus land project, including siting the new Edgemoor Skilled Nursing Facility, implementing the development project, and the residential land sales.
- Develop a master plan for the Kearny Mesa area and update the existing master plan for the North County Regional Center.
- Execute an energy master plan for all County facilities.

Fiscal Stability

- Acquire 75% of parcels by negotiation as opposed to using lengthy and costly eminent domain procedures.
- Purchase 80% of parcels acquired by negotiation at appraised value as opposed to negotiated settlements at above market rates.
- Procure reliable energy service at the lowest cost.
- Assist and advise County Departments in energy management in order to achieve a 10% reduction in energy consumption from Fiscal Year 2000-2001.
- Complete 100% of the vehicle and equipment acquisition program by replacing 375 vehicles per year.

Changes from 2000-01 Adopted

- Total staff years for Fiscal Year 2001-2002 will increase by 15 positions in Facilities Management ISF. These positions are needed to meet customer demands for increased discretionary maintenance services and to complete expanded preventive maintenance on all facilities. Other staff increases



are to manage increased workloads in Project Management related to the ongoing \$11 million in Major Maintenance and customer requested projects, additional activities in Real Estate Services, and accounting and customer service requirements.

- Total staff years for Fiscal Year 2001-2002 will increase five positions in Document Services to meet the increasing requests for services in printing, mail services, and related billing and accounting duties.

- Other increases in expenditures for Facilities, Fleet and Document Services are due to negotiated salary increases, utilities cost increases of \$16.8 million, automotive fuel cost increases of \$.9 million, service contracts increases of \$.8 million, fixed asset cost increases of \$249,000 due to higher vehicle purchase costs and IT increased costs of \$17,000.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
U.S. Mail Pieces Processed	13.5M	14.7M	13.7M	13.8M
Images Converted (millions)	2.9	4.1	3.2	3.5
% of Fleet Preventive Maintenance Completed	95%	100%	95%	95%
% Vehicle Repair/Maintenance Completed in 3 days or less	90%	96%	90%	90%
Pieces of equipment scheduled for Preventive Maintenance	4,000	8,875	9,319	9,785
Number of Customer Service Requests Completed	29,000	42,883	45,027	47,729



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Facilities Management ISF	264.75	280.00	280.00
Fleet Management ISF	72.40	72.40	72.40
Document Services ISF	49.50	54.50	54.50
Total	386.65	406.90	406.90

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Facilities Management ISF	66,149,536	70,627,357	85,664,314	82,634,404
Fleet Management ISF	35,133,178	26,725,676	36,449,601	36,538,548
Document Services ISF	10,228,632	9,882,630	11,434,707	11,225,780
General Fund Contribution to GS ISF's	5,190,467	7,402,694	5,088,058	3,204,000
Total	\$ 116,701,813	\$ 114,638,357	\$ 138,636,680	\$ 133,602,732

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 20,859,968	\$ 19,787,833	\$ 23,607,103	\$ 24,844,530
Services & Supplies	68,130,384	72,842,508	87,738,179	83,512,395
Other Charges	13,397,585	7,518,988	12,727,340	12,288,767
Fixed Assets - Equipment	9,023,409	6,619,350	9,376,000	9,653,040
Reserves	100,000	—	100,000	100,000
Operating Transfers	5,190,467	7,869,677	5,088,058	3,204,000
Total	\$ 116,701,813	\$ 114,638,357	\$ 138,636,680	\$ 133,602,732



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	7,384,033	(1,815,550)	8,135,396	8,093,228
Taxes Other Than Current Secured	10,000	8,524	14,000	14,560
Revenue Use of Money & Property	619,000	2,141,110	747,087	776,970
Charges For Current Services	92,526,490	96,461,342	113,513,310	112,292,288
Intergovernmental Revenue	825,807	1,263,690	584,625	585,875
Miscellaneous Revenues	4,318,135	1,301,836	1,315,498	1,166,296
Other Financing Sources	5,930,290	7,977,116	9,238,706	7,469,515
General Revenue Allocation	5,088,058	7,300,289	5,088,058	3,204,000
Total	\$ 116,701,813	\$ 114,638,357	\$ 138,636,680	\$ 133,602,732



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The Department provides services to County residents through rental assistance, residential rehabilitation loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock, and stimulating private sector production of lower income housing units.

Mission Statement

Building Better Neighborhoods.

2000-01 Accomplishments

- Provided rental assistance to approximately 8,100 families per month.
- Updated the Regional Housing Directory, which lists housing resources in San Diego County available for use by both the public and non-profit agencies.
- One thousand sixty-three (1,063) dwelling units preserved, rehabilitated, or developed.
- Obtained funding for an additional 922 units of rental assistance from the United States Department of Housing and Urban Development.
- Converted an apartment complex in the City of San Marcos to a 12-unit farm worker designated shelter.
- Implemented the Emancipated Foster Youth Transitional Housing rental assistance program, in collaboration with the Health and Human Services Agency.
- Implemented a housing assistance program for CalWORKs recipients in the South Bay region in collaboration with the Health and Human Services Agency.
- Conducted 24 First-Time Homebuyers Education Courses, for families considering the purchase of their first home.

- Provided 210,771 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Implemented \$1 million grant program from the U.S. Department of Housing and Community Development, for lead based paint reduction activities.
- Six hundred seventy-seven (677) homeownership opportunities provided to residents of San Diego County.

2001-03 Objectives

Self Sufficiency

- Increase by 25% the number of eligible families provided rental assistance.
- Preserve, rehabilitate, or develop 2,000 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, mobile home, Density Bonus, and Acquisition/Rehabilitation programs.
- Conduct 40 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provide 400,000 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provide 400 homeownership opportunities.

Environment



- Monitor progress of the County's two Redevelopment Projects.

Fiscal Stability

- Plan and develop the County's Twenty-Eighth Year and Twenty-Ninth Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Manage contracts with public service agencies so emergency housing services are provided to the homeless.

Technology

- Provide training to employees on specified subjects and professional enhancement needs, identified in the Department's Comprehensive Training Plan, enabling Department staff to better serve its customers.

- Replace the Champions Computerized System with a more accurate, dependable and reliable computerized system for the Section 8 Rental Assistance Program.

Regional Leadership

- Obtain 'high performer' ratings for the Public Housing and Section 8 programs

Changes from 2000-01 Adopted

- Seven staff years were added by mid-year Board action, and 19 additional staff years are requested for a restructuring of the Department. The estimated Salary and Benefit cost for the added positions is \$1,186,194, which will be 100% offset by federal administrative fees earned by the Department with no General Fund contribution.
- The decrease in multi-year budget expenditures is the result of some multi-year projects being completed and having several new projects more appropriately budgeted by the departments actually charged with administering these projects.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Number of Families Assisted	8,500	8,100	9,300	10,500
Units preserved, rehabilitated or preserved	700	1,063	900	1,100
Customer satisfaction rate	97%	97%	97%	97%
Service enhanced bed nights	200,000	210,771	200,000	200,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Housing & Community Development	81.00	107.00	107.00
Total	81.00	107.00	107.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Housing & Community Development	\$ 6,551,058	\$ 6,988,785	\$ 8,915,913	\$ 8,931,819
HCD-Multi Year Projects	30,046,781	7,595,109	25,149,449	22,491,430
Total	\$ 36,597,839	\$ 14,583,895	\$ 34,065,362	\$ 31,423,249

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 4,744,772	\$ 4,842,354	\$ 6,271,755	\$ 6,457,108
Services & Supplies	23,341,822	7,106,003	17,818,241	17,647,126
Other Charges	3,938,997	2,165,316	4,857,242	2,400,891
Expend. Transfers & Reimbursements	—	(87,923)	—	—
Operating Transfers	4,572,248	558,145	5,118,124	4,918,124
Total	\$ 36,597,839	\$ 14,583,895	\$ 34,065,362	\$ 31,423,249

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Reserve/Designation	\$ —	\$ —	\$ 3,495	\$ —
Fund Balance	—	(5,615,787)	—	—
Charges For Current Services	—	16,279	—	—
Intergovernmental Revenue	36,390,272	20,272,159	33,926,875	31,316,762
Miscellaneous Revenues	410,450	559,002	587,075	590,570
General Revenue Allocation	(202,883)	(647,758)	(452,083)	(484,083)
Total	\$ 36,597,839	\$ 14,583,895	\$ 34,065,362	\$ 31,423,249



Department Description

The Department of Purchasing and Contracting operates an Internal Service Fund (ISF), responsible for making all purchases of goods, materials, and services for the County of San Diego, as provided for in the County Charter. In February 2001, Purchasing and Contracting was separated from General Services to become an independent department. In addition to the purchasing and contracting functions, the Department also provides centralized storage and stock issuance of commonly used items, as well as centralized reutilization and disposal of surplus equipment and salvage materials. Department functions also include monitoring specifications to ensure maximum use of competitive acquisitions and responsibility for ensuring quality standards for commodities and services purchased. The greatest emphasis, however, lies in maintaining excellent customer service practices.

Mission Statement

To provide the most effective delivery of quality goods and services to other County Departments in the most efficient manner, through well-managed competitive practices, while encouraging an atmosphere of fairness, honesty and integrity in dealing with customers, suppliers and staff.

2000-01 Accomplishments

- Began a review and update of the County's Contracting Manual for on-line availability on the Department web site.
- Developed survey documents to assess customer service levels for City and County auction participants and agencies, as well as auction customers (bidders).
- Implemented a database of Purchasing charge detail for access by customer departments.
- Established "Process Improvement Teams" to identify key departmental processes and implement improvements that are verified to enhance customer service.
- Streamlined the check-off process for RFPs, RFBs, and construction contracts.

- Dedicated staff resources to the County Enterprise Resource Planning (ERP) process to assist in the development of Oracle based, on-line Procure-to-Pay business practices.
- Issued purchase orders for 75% of commodity requests in less than 21 days of receiving a requisition.
- Signed a new procurement card contract that provides increased reporting capabilities on-line.
- Facilitated the acquisition of 90% of our goods and services valued at \$2,500 or less through the procurement card program.

2001-03 Objectives

Technology

- Increase the utilization of on-line services by expanding and enhancing BuyNet capabilities, to integrate with the new Oracle system.
- Develop and implement on-line auction capabilities to better serve the citizens of San Diego County, including the development of a business plan to sell sealed bid items on-line.
- Analyze current business processes and modify where possible to ensure a seamless transition of the Procure to Pay Oracle System Module.



- Validate 100% of Central Stores description database to assist in the implementation of the Countywide inventory module.

Human Resources Modernization

- Conduct a business process review to determine potential redesign of operations, including a request to the Department of Human Resources for a classification and compensative review of the Department of Purchasing and Contracting's staff positions.
- Provide comprehensive training for 100% of staff to meet the required standards and to ensure the maximum benefits of ERP System capabilities and the Strategic Plan for Employee Development Goals.

Workplace Improvement

- Analyze the current work environment to ensure all staff have ergonomically correct workstations.

Fiscal Stability

- Ensure training for all employees to educate them in the prevention of accidents and improvements adapting correct safety practices.

Continuous Improvement

- Develop performance measures to assess performance in the delivery of goods and services for Purchasing and Contracting.

Changes from 2000-01 Adopted

- Expenditures increased by \$1,141,187 due to potential Salary & Benefit cost of living adjustments, a cost of living increase for most services and supplies of 3%, major maintenance at \$1.60 per sq. foot, and increase in A-87 allocation of \$250,644.
- Revenue increased by \$1,141,187 from Work for Other funds.
- Staff years are proposed to increase by three positions. A Personnel Aide position is being added as a result of establishing the new Department. Two Purchasing Contract Officer positions are being added due to increased demand for contracting services.
- Expenditures and revenues for the Ready Cash Purchase Order (RCPO) Fund were reduced by \$200,000 due to an increase in the use of Procurement Cards for purchases of \$2,500 or less.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Procurement Card Sales	\$7.7 M	\$16 M	\$18 M	\$20 M
Maintain Customer Service Satisfaction Rating of 4.0	4.0	4.5	4.0	4.0
Central Stores Requisitions Filled from Stock	90%	91.63%	90%	90%
Purchase Orders issued within 21 days	75%	69%	75%	75%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Stores	8.00	8.50	8.50
Division Administration	5.60	6.60	6.60
Purchasing	18.00	17.00	17.00
Contracting	15.00	17.00	17.00
Property Disposal	2.00	2.50	2.50
Total	48.60	51.60	51.60

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Central Stores	\$ 5,305,226	\$ 94,782	\$ 5,603,683	\$ 5,781,339
Blanket Purchase Orders	36,000,000	27,970,136	36,000,000	36,000,000
RCPO's	1,900,000	1,330,050	1,700,000	1,700,000
Division Administration	456,280	379,826	542,560	565,710
Purchasing	1,439,251	1,221,189	1,553,717	1,610,518
Contracting	1,221,576	1,208,966	1,808,092	1,881,803
Property Disposal	154,574	163,649	210,042	221,142
P & C Surplus Property	—	953	—	—
Total	\$ 46,476,907	\$ 32,369,554	\$ 47,418,094	\$ 47,760,512

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 2,801,800	\$ 2,640,911	\$ 3,401,890	\$ 3,552,085
Services & Supplies	43,655,107	34,489,246	44,013,404	44,205,543
Other Charges	—	2,337	2,800	2,884
Fixed Assets - Equipment	20,000	—	—	—
Expend. Transfers & Reimbursements	—	(4,762,940)	—	—
Total	\$ 46,476,907	\$ 32,369,554	\$ 47,418,094	\$ 47,760,512



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	(6,075,558)	—	—
Revenue Use of Money & Property	—	131,187	—	—
Charges For Current Services	8,409,279	8,476,642	9,407,925	9,738,060
Intergovernmental Revenue	—	43,763	—	—
Miscellaneous Revenues	38,004,408	29,730,296	37,946,949	37,959,232
Other Financing Sources	63,220	63,220	63,220	63,220
General Revenue Allocation	—	4	—	—
Total	\$ 46,476,907	\$ 32,369,554	\$ 47,418,094	\$ 47,760,512



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USDRIP) is a redevelopment project covering approximately 529 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is a contiguous area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

The purpose of the project is to eliminate blight, to provide employment opportunities, to encourage private sector investment, and to enhance the development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in the East County.

2000-01 Accomplishments

Upper San Diego River Improvement Project

- On August 9, 2000, the Board of Supervisors approved an amendment to the RiverWay Specific Plan, which is meant to implement the Redevelopment Project. The amendment allows a greater range of uses in the western portion of the Project Area, thereby allowing more opportunities for development.
- An 83-unit subdivision, now partially developed and an 80,000 square foot envelope factory that is now operating are the major developments that have taken place during the current period.

Gillespie Field Redevelopment Project

- Constructed three new buildings for tenants including American Technologies, Inc., Limit, Inc., Channelmatic, Inc., Rancho Mesa Insurance, Kennon S. Shea and Associates, and Emerdyne Technologies, Inc. in Cuyamaca West Phase II. The three buildings total 59,000 square feet.
- Allen Airways continued construction for additional aviation development that will add 93,000 square feet of aircraft storage and maintenance hangar space. Additionally, an office retail complex of approximately 24,000 square feet is planned.
- Began construction of a new 30,000+ square feet Sheriff's Aerial Support area addition to the Regional Enforcement facility. When completed the new facility will provide emergency medical, fire fighting services, aerial law enforcement, and emergency response search and rescue services to San Diego County region.
- Completed education workshops and all leasehold compliance inspections for the Compliance 2000 project.
- Completed construction of aviation offices and pilots support area of 5,600 square feet at Royal Jet, Inc.

2001-03 Objectives

Upper San Diego River Improvement Project



Fiscal Stability

- Objectives include the amendment of the Redevelopment Plan and the required updating of the 5-Year Implementation Plan along with possible funding of various projects involving streetscape and landscape improvements.

Environment

- Continue working with Planning and Land Use to identify opportunities to fund low and moderate income housing in the Lakeside area, as required by State redevelopment law.

Gillespie Field Redevelopment Project

Fiscal Stability

- Continue negotiations for the development of the 12+ acre aviation parcel created to the west of the Marshall Avenue realignment/expansion project.

- Process option to lease for development on a 3.2 acre aviation parcel on Kenney Street.
- Contract with consultant to update the narrative and Airport Layout Plan for the Gillespie Field Master Plan.

Changes from 2000-01 Adopted

Upper San Diego River Improvement Project

- Increase of 38.1% in budget due to increase in the number of capital projects in the USDRIP Redevelopment Project Area.

Gillespie Field Redevelopment Project

- Significant reduction in the budget due to capital projects being completed and no new projects being programmed until a feasibility study is conducted to determine future debt limitations and alternative funding sources.



Upper San Diego River Improvement Project Area

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Estimated Tax Increment	\$350,000	\$350,000	\$471,303	\$518,493
Percent of Tax Increment utilized for project Administration	23.7%	23.7%	8%	7.5%
Project acres managed and maintained	532	532	532	532

Gillespie Field Project Area

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Estimated Tax Increment	\$945,000	\$1,041,980	\$990,000	\$1,075,000
Percent of Tax Increment utilized for project Administration	9%	10%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	94	94	97	98
Newly Developed Land Leases executed (in net acres)	15	9	11	5



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Gillespie Field Redevelopment Project Area	\$ 4,745,522	\$ 2,064,139	\$ 3,254,233	\$ 2,618,679
USD RIP Redevelopment Project Area	450,500	300,249	622,003	769,193
Total	\$ 5,196,022	\$ 2,364,389	\$ 3,876,236	\$ 3,387,872

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	3,057,576	1,507,802	2,323,108	1,723,009
Other Charges	1,239,670	524,035	1,123,480	1,203,633
Operating Transfers	898,776	332,552	429,648	461,230
Total	\$ 5,196,022	\$ 2,364,389	\$ 3,876,236	\$ 3,387,872

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	837,089	(724,949)	50,000	150,000
Taxes Other Than Current Secured	1,269,657	1,662,765	1,506,520	1,619,444
Revenue Use of Money & Property	75,700	227,625	86,386	89,696
Miscellaneous Revenues	2,114,800	866,395	1,803,682	1,077,502
Other Financing Sources	898,776	332,552	429,648	451,230
General Revenue Allocation	—	1	—	—
Total	\$ 5,196,022	\$ 2,364,389	\$ 3,876,236	\$ 3,387,872



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The Department works to ensure widespread, ongoing opportunity to register and to vote in fair and accurate elections for all federal, state, and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

2000-01 Accomplishments

- Successfully conducted the November 7, 2000 Presidential General Election, implementing a new state law requiring counties to sort and report voting results of absentee ballots to precinct level and establishing an all-time record high for volume of absentee voting.
- Successfully conducted special elections for the City of San Diego on February 27, 2001, April 17, 2001, and June 5, 2001; the San Diego County Retirement Board on May 15, 2001; and Fallbrook Union Elementary School on June 5, 2001.
- Expanded the Registrar's Student Poll Worker Program by recruiting, training, and placing nearly 600 high school seniors at polls throughout San Diego County for the November 7th election.
- Set an all-time record high of 16,748 callers assisted on Election Day by implementing a more efficient AutoCallDistribution system coupled with the availability of an automated Integrated Voice Response polling place "look-up" system.
- Further enhanced the Registrar of Voters web site, www.sdvote.com, by adding updated and comprehensive listings of voter registration totals and political party breakdowns by city and district, an archive area for public access to a minimum of six years of comprehensive election results and precinct-by-precinct voting data, and a posting of all local propositions appearing on the November 7, 2000 General Election ballot.
- Developed a Department specific Supervisor Academy attended by all supervisory staff, which provided three days of training on leadership, building high-performance teams, respectful communication, and multi-cultural diversity.
- Expanded and improved voter registration outreach efforts by establishing a permanent presence at U.S. Naturalization Ceremonies to assist new citizens in registering to vote.
- Identified and removed or updated approximately 150,000 voter registration records using a variety of methods in accordance with State and federal law.



2001-03 Objectives

Regional Leadership

- Successfully conduct the March 5, 2002 Gubernatorial Primary Election incorporating the new federal, State, and local electoral district boundaries to be established by the decennial redistricting.
- Successfully implement the provisions of three new State laws that significantly affect the election process: SB28, which gives voters not affiliated with a recognized party the option to participate in whichever party they desire; AB1094, which allows individuals to register as late as 15 days (previously 29 days) before an election; and SB 34, which provides new campaign finance and disclosure rules for state candidates.
- Successfully conduct the November 5, 2002 Gubernatorial General Election.

Fiscal Stability

- Use management reserves established in high revenue years to partially fund departmental operations in the historically low revenue years associated with the Gubernatorial Primary and Gubernatorial General Elections.

Technology

- Continue to explore the feasibility of new electronic voting systems.

Changes from 2000-01 Adopted

- Increased sample ballot printing costs of nearly \$500,000 in Fiscal Year 2001-2002 are the result of the requirement to print party-specific sample ballot pamphlets, caused by the U.S. Supreme Court ruling which declared the California Open Primary unconstitutional.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Registered Voters	1,350,000	1,411,672	1,400,000	1,400,000
Cost per Contest per Registered Voter	.06	.10	.10	.08
Removal and Updates to Voter Rolls	650,000	557,245	325,000	500,000
Overall Customer Satisfaction Rating	4.6	4.6	4.6	4.6



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Registrar of Voters	48.00	49.00	49.00
Total	48.00	49.00	49.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Registrar of Voters	\$ 7,137,946	\$ 6,953,835	\$ 7,604,371	\$ 7,604,248
Total	\$ 7,137,946	\$ 6,953,835	\$ 7,604,371	\$ 7,604,248

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 3,012,453	\$ 3,179,631	\$ 3,290,351	\$ 3,467,744
Services & Supplies	3,742,266	3,750,890	4,183,189	4,056,673
Other Charges	14,500	12,780	24,000	24,000
Fixed Assets - Equipment	25,000	10,532	51,000	—
Management Reserves	343,727	—	55,831	55,831
Total	\$ 7,137,946	\$ 6,953,835	\$ 7,604,371	\$ 7,604,248

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	953,863	46,441
Fines Forfeitures & Penalties	—	1,080	—	—
Charges For Current Services	1,423,250	2,327,004	820,000	1,756,000
Intergovernmental Revenue	457,000	751,609	583,000	552,500
Miscellaneous Revenues	188,000	159,306	170,000	170,000
General Revenue Allocation	5,069,696	3,714,836	5,077,508	5,079,307
Total	\$ 7,137,946	\$ 6,953,835	\$ 7,604,371	\$ 7,604,248

Finance and General

Finance and General Government Group

**Finance and General Government Group
Summary & Executive Office**

Board of Supervisors

Assessor/Recorder/County Clerk

Treasurer - Tax Collector

Chief Administrative Office

Auditor & Controller

County Technology Office

Civil Service Commission

Clerk of the Board of Supervisors

County Counsel

Human Resources

Media & Public Relations

CAC Major Maintenance



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with Federal, State and local requirements.

2000-01 Accomplishments

- **Strategic Plan**—A five-year Strategic Plan was crafted by County leaders under the guidance provided by the Board of Supervisors. This plan is the keystone of the County's General Management System, and seeks to provide long-term direction in terms of attaining a cohesive and unified vision, to concentrate resources on Board priority items, and to improve services to the public at the same cost.
- **Information Technology (IT) Outsourcing**—The County successfully completed the first year of its groundbreaking IT outsourcing contract with the Pennant Alliance.
- **IT Infrastructure Upgrades**—The County completed significant IT infrastructure upgrades as a part of the outsourcing contract, including a new telecommunications network, a new Wide Area Network, and the replacement of several thousand desktop computers.
- **CAC Major Maintenance**—All backlogged major maintenance projects at the County Administration Center (CAC) have been completed or started, as the culmination of a two-year effort to bring all deferred maintenance up to date.
- **Technology Improvements**—Customer service has been improved through the use of technology in the areas of e-commerce, interactive voice recognition, and automated call distribution.
- **Credit/Investment Rating**—The County maintained its highly favorable credit rating of AA-, maintained the AAA/V1+ rating of the County Treasurer's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- **Enterprise Resource Planning**—The County successfully completed the first phase of the Enterprise Resource Planning project. The end result of this multi-year effort will be the installation and use of much improved systems to administer the financial, human resource, and performance management systems.
- **Diversity**—The County promoted the value of having a diverse work force by completing the training of 100% of employees in the concepts of diversity, and by actively seeking employees with diverse backgrounds by contacting thousands of prospective employees at numerous job fairs.



2001-03 Objectives

Fiscal Stability

- Maintain or improve the current favorable ratings for credit and the Treasurer's Investment Pool.
- Develop a comprehensive plan for improved asset and liabilities management.
- Implement the new Government Accounting Standards Board 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology

- Explore alternatives for a new Property Tax System.
- Continue to expand the information and services available over the Internet.
- Upgrade the IT infrastructure by the implementation of Windows 2000 as the standard operating system, by installing Microsoft Exchange as the standard e-mail system, and by completing the upgrade replacement of all County desktop PC's.
- Implement Enterprise Resource Planning systems in the areas of human resources, financial and performance management.
- Analyze all County telephone processes and reengineer as appropriate to utilize the features of the new telephone system, including Automatic Call Distribution, Interactive Voice Response, and Auto Attendants.

Human Resources Modernization

- Identify business practices that may be streamlined to provide faster service to departments requesting recruitment and/or classification studies.
- Implement a Supervisory and Management/Leadership Academy.

Workplace Improvement

- Assist in the process to investigate, develop, and adopt County-wide workstation and workplace standards.
- Complete a Needs Assessment, based on the above standards.
- Utilize energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Continue to foster trust and open communications with employees.
- Utilize employee process improvement teams to assist in achieving the County's strategic initiatives.
- Ensure Operational Incentive Plan and Quality First goals are aligned with the Strategic Plan.
- Continue to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.

Regional Leadership

- Educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan.
- Form partnerships with other governments or agencies, to leverage resources for improved regional services.
- Maximize opportunities to expand the County role and influence in statewide forums, to promote the Strategic Plan and other County policies.
- Provide a leadership role in addressing the energy crisis, and lead by example in energy conservation efforts.

Changes from 2000-01 Adopted

Expenditures:



-
- IT funding of \$4.4 million was included at the Group level for potential cost increases associated with applications, application porting, application remediation and funding to backfill for personnel working full-time on ERP's.
 - Reduced budgeted management reserves by \$5.8 million. The reserve will be increased in FY 2001-02, based on actual FY 2000-2001 savings that are available to supplement management reserves.
 - In Fiscal Year 2000-2001 \$4.4 million in fund balance was designated for the North Embarcadero Planning Project. An additional \$3.2 million will be added to the existing designation for this project for a total designation of \$7.6 million. The \$7.6 million will meet the County's total obligation for this project.

Revenues:

- The reduction of \$4.8 million is primarily related to a reduction in one-time funding for the North Embarcadero Planning Project and reduced management reserves.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors	62.00	62.00	62.00
Assessor/Recorder/County Clerk	446.50	449.00	449.00
Treasurer - Tax Collector	120.00	123.00	123.00
Chief Administrative Office	19.00	19.00	19.00
Auditor & Controller	291.25	299.00	299.75
County Technology Office	19.00	21.00	19.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	130.00	133.00	133.00
Human Resources	114.00	124.00	120.00
Media & Public Relations	21.00	22.00	22.00
Total	1,263.75	1,293.00	1,287.75

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Offices	14,401,114	4,931,709	8,654,447	4,195,326
Board of Supervisors	4,303,290	4,043,923	4,574,234	4,574,234
Assessor/Recorder/County Clerk	34,291,143	31,995,592	36,276,379	37,022,079
Treasurer - Tax Collector	11,607,849	9,158,812	12,521,633	12,019,453
Chief Administrative Office	3,484,366	2,860,169	3,651,004	3,662,969
Auditor & Controller	27,446,822	25,916,721	31,250,294	31,048,393
County Technology Office	118,686,911	113,065,854	143,375,476	111,015,938
Civil Service Commission	341,523	319,564	374,359	388,359
Clerk of the Board of Supervisors	4,580,201	5,608,685	4,783,240	4,956,545
County Counsel	12,859,063	12,565,173	14,080,371	14,379,598
Human Resources	13,376,781	11,031,268	15,042,304	13,939,521
Media & Public Relations	1,841,761	1,723,845	2,381,090	2,048,003
CAC Major Maintenance	1,585,453	1,696,598	2,133,800	2,133,800
Total	\$ 248,806,277	\$ 224,917,921	\$ 279,098,631	\$ 241,384,218



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Offices	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	266,114	454,336	4,639,705	2,279,445
Other Charges	3,200,000	—	—	—
Fixed Assets - Equipment	35,000	27,372	—	—
Reserve/Designation Increase	4,400,000	4,400,000	3,200,000	—
Operating Transfers	—	50,000	64,742	67,153
Management Reserves	6,500,000	—	750,000	1,848,728
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326

Budget by Categories of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	10,935,000	10,935,000	6,125,000	—
Miscellaneous Revenues	—	131,402	—	—
General Revenue Allocation	3,466,114	(6,134,693)	2,529,447	4,195,326
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326



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 (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors

District 1

Supervisor Greg Cox represents more than 500,000 residents of San Diego County's First District on the Board of Supervisors. The First Supervisorial District extends from the Pacific Ocean east to the Otay and San Miguel mountains and from our international border with Mexico north to the communities of Pont Loma and Ocean Beach. At the heart of the district is San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Golden Hill, La Playa, Barrio Logan, Nestor, Ocean Beach, Palm City, Point Loma, San Ysidro and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Lincoln Acres, Otay Mesa and Sunnyside. Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary and to ensure its accessibility and responsiveness to the citizens of the First Supervisorial District. Supervisor Cox's staff assist him in policy development, research, analysis and review of County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services as well as the operation of an active student intern opportunity program. Since

joining the Board of Supervisors, Supervisor Cox has been strongly committed to increasing public safety resources, reforming San Diego County's welfare system, promoting the interests of children, youth and families, supporting the County's foster teens through projects like the San Pasqual Academy, protecting San Diego's beaches and bays, preserving open space and providing recreational opportunities through the creation of Otay Valley Regional Park, and the expansion of Sweetwater Regional Park, Tijuana River Valley Regional Park and the Bayshore Bikeway.

District 2

The Second Supervisorial District, represented by Dianne Jacob, contains the bulk of the remaining unincorporated areas within the County of San Diego, covering more than 2,000 square miles, geographically the largest of the five supervisorial districts with 550,000 residents. The district includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaipe, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District



where residents rely on County Government for most or all local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

District Three Supervisor Pam Slater represents more than 650,000 residents. The district extends from Mission Beach to Carlsbad, to Rancho Santa Fe, Olivenhein and Tierrasanta. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. The district is molded by a multitude of factors, including a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, five city governments and the unincorporated area. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically-diverse district in San Diego County. More than 500,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused on a wide variety of issues — from improving the plight of foster children and protecting the public's

safety, to making sure that the County remains one of the best managed counties in the nation. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. The Board of Supervisors is responsible for services that are more regional in nature, such as public health, public assistance, air quality, water quality, probation, and operating the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to Clairemont, west to Pt. Loma, east to Spring Valley, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, East San Diego, Encanto, Hillcrest, Kearny Mesa, Kensington, La Presa, Linda Vista, Loma Portal, Midway, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

The Fifth District is represented by Supervisor Bill Horn. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside Coast to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with more than 1,860 square miles, is a vast resource of nature, industry and agriculture. More than 615,226 people reside in the Fifth District and efficient service is top priority for Supervisor Horn. Staff assist with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents. Within the Fifth District are the cities of Carlsbad (north of Palomar Airport Road), Escondido, Oceanside, San Marcos, and Vista as well as having the



unincorporated communities of Bonsall, Borrego Springs, DeLuz, Eden Valley, Fallbrook, part of Harmony Grove, Hidden Meadows, Jesmond Dene, Lake Hodges, Lake San Marcos, Lake Wohlford, Lilac, Morrettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, San Luis Rey, San Pasqual, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs and Winterwarm. In addition to the unincorporated areas, the district also has

the Indian Reservations of LaJolla, Los Coyotes, Mesa Grande, Pala, Pauma, Rincon, San Pasqual, and Santa Ysabel. Also within the district boundaries are vast areas of National Forest, State Park lands, the United States Naval Weapons Station at Fallbrook and the San Diego Wild Animal Park.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors Dist. #1	11.00	11.00	11.00
Board of Supervisors Dist. #2	12.00	12.00	12.00
Board of Supervisors Dist. #3	12.00	12.00	12.00
Board of Supervisors Dist. #4	12.00	12.00	12.00
Board of Supervisors Dist. #5	13.00	13.00	13.00
Board of Supervisors General Office	2.00	2.00	2.00
Total	62.00	62.00	62.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors Dist. #1	\$ 754,615	\$ 675,865	\$ 784,799	\$ 784,799
Board of Supervisors Dist. #2	765,000	745,273	810,000	810,000
Board of Supervisors Dist. #3	765,000	712,644	820,000	820,000
Board of Supervisors Dist. #4	727,848	679,380	784,799	784,799
Board of Supervisors Dist. #5	854,465	769,678	854,465	854,465
Board of Supervisors General Office	436,362	461,081	520,171	520,171
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 3,870,617	\$ 3,524,189	\$ 4,105,332	\$ 4,105,332
Services & Supplies	432,673	519,734	468,902	468,902
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	50,000	50,000
General Revenue Allocation	4,303,290	4,043,923	4,524,234	4,524,234
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation, wherever appropriate, to increase productivity and efficiency and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

2000-01 Accomplishments

- With the continuing boom in the real estate market, coupled with timely appraisals, the assessed valuation for property within the County of San Diego is expected to increase by nearly 9% this fiscal year.
- As a measure of success of the marriage rooms at the branch offices and Saturday services at the Kearny Mesa office, the number of marriage ceremonies performed continues to rise. Approximately 7,600 ceremonies are expected to be performed this fiscal year, an 18% increase over last year.
- Implemented a new E-commerce function that permits the public to search and order recorded documents over the Internet.

- Acquired a building and relocated the El Cajon branch office from a leased office into a County owned office building.
- Began construction of a new Chula Vista branch office on the South Bay Regional Center property to enable the branch office to move from a leased office into a County owned office building.

2001-03 Objectives

Fiscal Stability

- Complete construction of and relocate the Chula Vista branch office.
- Eliminate office leases by acquiring buildings for the Kearny Mesa and San Marcos branch offices.
- Continue to maintain a high level of customer satisfaction.
- Expand services by offering document recording services at the El Cajon and Chula Vista branch offices.

Technology

- Assist in the process to obtain a new integrated Property Tax system.
- Implement a seamless on-line electronic recording system by 2003.



- Continue converting various microfilm and hard-copy documents into digital images. An estimated four million images will be converted during 2001-2002.
 - Implement 'weddings on the web' at the CAC with possible future expansion to other branch offices.
 - Expand services and information available to the public over the Internet.
- Changes from 2000-01 Adopted**
- The cost for leased space has been reduced by \$207,000 due to the purchase of a building for the El Cajon branch office and the planned completion by the fall of 2001 of a new building for the Chula Vista branch office.
 - Includes additional funds to cover an expected 150% increase that has occurred in gas and electric costs over the last ten months.
 - Includes a projected 6% increase in document recording revenues due mainly to an expected increase in the refinancing of home mortgages.

Expenditures and Revenue

- Includes a \$500,000 in one time costs for the development of a new recording system funded by the Recorder's Modernization trust fund.

Staffing

- Adds one Audit-Appraiser Specialist and one Audit Supervisor funded by AB-719 State/County Property Tax Administration Program to handle an increased work load.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Assessment Appeals Cases Completed	7,000	2,900	3,000	3,000
Business Audits Performed	850	731	875	900
Number of Documents Recorded/Examined	775,000	818,028	780,000	775,000
Recorded Documents and Vital Records copied	180,000	280,276	200,000	200,000
Fictitious Business Name Filings	34,500	34,236	34,500	34,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Property Valuation ID	291.50	293.50	293.50
Recorder/Clerk	117.50	119.00	119.00
Public Information Services	19.50	19.50	19.50
Management Support	18.00	17.00	17.00
Total	446.50	449.00	449.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Property Valuation ID	\$ 22,643,083	\$ 20,000,885	\$ 23,093,782	\$ 23,695,925
Recorder/Clerk	8,354,276	8,513,258	9,404,727	9,590,357
Public Information Services	1,055,854	960,759	1,442,786	1,363,189
Management Support	2,237,930	2,520,688	2,335,084	2,372,608
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 22,968,499	\$ 22,301,691	\$ 24,331,021	\$ 25,446,721
Services & Supplies	11,107,644	9,433,659	11,405,358	11,250,358
Fixed Assets - Equipment	215,000	260,241	540,000	325,000
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Licenses Permits & Franchises	415,000	462,795	435,000	440,000
Charges For Current Services	23,897,908	25,666,841	24,629,085	24,443,785
Miscellaneous Revenues	25,000	11,948	25,000	25,000
General Revenue Allocation	9,953,235	5,854,008	11,187,294	12,113,294
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079



Department Description

The Treasurer-Tax Collector provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$2.7 billion investment fund, bills and collects \$2 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the County's Retirement System 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.

2000-01 Accomplishments

- Collected 98.47% of secured taxes and 99.01% of unsecured taxes.
- Maintained an AAA/V1+ rating from Fitch for the Treasurer's Investment Pool.
- Obtained an additional AAAs/S1 rating from Standard & Poor's for the Treasurer's Investment Pool.
- Increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Issued the first pooled Tax and Revenue Anticipation Notes (TRANS) with local K-12 school districts saving school districts over \$133,000.
- Obtained one of the lowest TRANS borrowing rates in California.
- Increased revenue for the County, cities, schools and special districts by mailing tax bills early.
- Increased customer counts and property tax collections at all three branch offices.
- Upgraded the automated phone system.
- Provided on-line access to Housing and Community Development mobile home titles.
- Implemented the first phase of the mail extraction system upgrade dramatically increasing the speed of processing tax payments.
- Re-engineered the Assessment Appeal Board approved refund process reducing manual labor and increasing the speed of processing refunds.
- Designated selected libraries as last minute drop off points for property tax payments during the April collection period.
- Provided the Tax Tent and credit card payment stations at the CAC.
- Completed the reorganization of the Department providing a one-stop shop with no wrong door and world-class customer service.
- Maintained position as the largest Discover Card property tax processor in the United States.
- Conducted San Diego's first tax sale e-auction on-line.
- Became the first County in the United States to offer a 401(a) Deferred Compensation Plan to employees opening over 7,500 new accounts.
- Increased participation in the 457 Deferred Compensation Plan adding over 850 accounts.



- Raised \$700 for the Polinsky Children's Center and \$500 for St. Vincent de Paul selling popcorn and from employee donations during the December collection period.
- Completed a baseline Activity Based Cost analysis to support process improvement.
- Implemented a Performance Measurement System with Key Performance Indicators supporting continuous improvement and innovation.
- Obtained a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Add a Spanish option to the Integrated Voice Response System.
- Redesign the Department website to provide expanded information and ease of use.
- Upgrade the SUNGARD Financial System as part of the Financial Enterprise Resource Plan implementation.
- Respond to customer e-mails within 24 hours.

2001-03 Objectives

Fiscal Stability

- Provide world-class customer service while continuing to collect over \$2 billion in property taxes for the County, cities, schools and local agencies.
- Collect 98% of secured taxes and 99% of unsecured taxes.
- Mail tax bills sooner to facilitate earlier payments.
- Continue automation of mail extraction and remittance processing systems to process payments faster.
- Continue to expand payment options for citizens.
- Open a fourth Branch Office in Kearny Mesa to improve customer service and convenience.
- Increase bankruptcy collections through improved processes and increased legal filings.
- Increase Uniform Tourist Tax collections by using random audits.
- Maintain the current AAf/S1 rating from Standard & Poor's for the Investment Pool.

Technology

- Expand the capabilities of the automated cashiering system at branch offices.

Human Resources Modernization

- Increase the participation of employees in the 457 and 401(a) Deferred Compensation Plans by 500 accounts.
- Prepare and distribute a Deferred Compensation Handbook to all employees.
- Expand Deferred Compensation information on the Web.
- Expand investment educational opportunities for employees.

Changes from 2000-01 Adopted

Expenditure and Revenue

- Adds \$180,000 in one time costs fully funded with management reserves for the conversion of the Department website to meet the new County Standard.
- Adds \$125,000 in one time costs fully funded with management reserves for General Services Internal Service Fund support for document imaging.
- Adds \$15,000 to support the Department Employee Recognition Program.

Staffing

- Adds \$38,330 for one Senior Specialist in Treasury Accounting fully funded with increased program revenue and reduced services and supplies expenditures to handle increased work volume related to customer service processes in a timely manner.



- Adds \$76,660 for two Senior Specialists in Tax Collection fully funded with increased program revenue to open a fourth Branch Office in Kearny Mesa with the Assessor.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Secured Taxes Collected (\$ Millions)	2,131	2,265	2,303	2,489
Unsecured Taxes Collected (\$ Millions)	110	123	117	124
Rate of Return on Investment Pool (%)	6.00%	6.37%	4.50%	5.00%
Deferred Compensation Accounts	18,500	19,538	20,000	20,500
Customer Satisfaction Ratings (1-5)	4.4	4.8	4.5	4.6

Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected with the majority going to schools, cities, and special districts.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Treasury	39.00	40.00	40.00
Tax Collection	73.00	75.00	75.00
Administration - Treasurer / Tax Collector	8.00	8.00	8.00
Total	120.00	123.00	123.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Treasury	\$ 4,697,400	\$ 3,133,128	\$ 4,903,953	\$ 4,292,944
Tax Collection	6,133,489	5,339,426	6,830,150	6,917,203
Administration - Treasurer / Tax Collector	776,960	686,256	787,530	809,306
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 5,737,373	\$ 5,084,077	\$ 6,277,633	\$ 6,546,037
Services & Supplies	5,737,756	3,988,651	6,111,280	5,340,696
Fixed Assets - Equipment	132,720	86,083	132,720	30,000
Management Reserves	—	—	—	102,720
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	160,000	160,000	474,200	299,200
Fines Forfeitures & Penalties	609,000	763,165	649,246	664,525
Charges For Current Services	5,696,299	6,465,504	5,733,864	5,050,405
Intergovernmental Revenue	—	22,371	—	—
Miscellaneous Revenues	35,512	101,419	35,512	35,512
General Revenue Allocation	5,107,038	1,646,353	5,628,811	5,969,811
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453



Department Description

The Chief Administrative Office is responsible for implementing the policy directives of the Board of Supervisors and managing the day-to-day operations and functions of County Government. The Chief Administrative Office includes the Chief Administrative Officer, Assistant Chief Administrative Officer, and a small support staff. The Offices of Strategy and Intergovernmental Affairs and Internal Affairs are included within this Office.

Mission Statement

Through implementing the Board of Supervisors' policy directives and effectively managing the day-to-day operations and functions of County Government, provide the residents of San Diego County with superior services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

2000-01 Accomplishments

Sustained Business Principles

- Balanced prudent cash reserves with operational needs.
- Maintained the County's favorable credit rating of AA-, maintained the AAA/V1+ rating of the County's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Developed a five-year Strategic Plan to define long-term goals under the structure of the strategic initiatives.
- Strengthened operational and project management risk identification.
- Eliminated the County's deferred major maintenance backlog.

Focused On Employees

- Worked diligently towards reestablishing trust and open communications with employees.

- Engaged employees in process improvement efforts at all levels of the County.
- Expanded the Countywide training and benefits program.
- Developed a Management/Leadership Academy.
- Completed training of all employees in the concepts of diversity and focused recruitment efforts towards under-represented groups of our workforce.
- Modernized workplace environments to enhance employee safety, comfort, and productivity.

Promoted Healthy Communities

- Linked 50,000 uninsured children to comprehensive primary and preventive health care.
- Implemented a new chronic disease management program for County Medical Services patients with diabetes and a centralized toll-free phone number for patient eligibility appointments.
- Achieved an 11% increase in foster care retention rates as a result of aggressive and proactive training of social workers and foster parents.
- Expanded alcohol and drug treatment services throughout the county.
- Completed the facility and program design for San Pasqual Academy for foster youth and prepared for the scheduled September 2001 opening.
- Provided job retention services for Welfare to Work participants and worked towards removing barriers that discourage CalWORKs clients to obtain gainful employment.



- Implemented the Children's Mental Health Services Initiative for Seriously Emotionally Disturbed children and adolescents and expanded school-based mental health services.
- Completed childcare system Managed Competition and transitioned administration to the County workforce.

Addressed Major Public Safety Issues

- Provided exceptional, comprehensive services for the victims of the Viejas Fire and Santana and Granite Hills High School shootings.
- Finalized the transition plan for the District Attorney's Child Support Enforcement Program to become an independent County Department.
- Coordinated the implementation of the Drug Offender Accountability and Treatment Project to expand drug court principles throughout the Criminal Justice system and prepared for the implementation of Proposition 36, a voter approved drug treatment initiative.
- Developed plans to close the Camp West Fork Probation facility and directed the estimated \$2.2 million annual savings to the operation of the East Mesa Juvenile Hall upon opening in Fiscal Year 2003-2004.
- Completed the development of INFOTECH to integrate criminal justice databases.

Enhanced Community Quality of Life

- Completed one branch library, began construction on four additional branch libraries and established pre-teen and teen programs in five branch libraries.
- Continued work on General Plan 2020 planning process.
- Developed an expenditure plan for Water and Park Bond Act funds.

- Purchased land to expand the County's Multiple Species and Open Space Preserve programs and expanded local recreation opportunities by completing 14 additional park improvement projects.
- Improved relations with Indian tribal bands and negotiated agreements to obtain \$14.6 million for road improvements to mitigate casino traffic impacts.
- Enhanced stormwater quality efforts.
- Completed the Regional Clean Water Strategic Plan.
- Did not exceed the federal one-hour ozone standard during 2000.

Focused on Strategy and Intergovernmental Affairs

- Worked with local legislators to aggressively pursue the County's legislative priorities.
- Expanded outreach efforts to cities, local agencies and organizations to address regional problems such as clean water, access to healthcare and energy.

Continued Customer Service Enhancements

- Improved customer service through the use of technology in the areas of e-commerce, interactive voice recognition and automated call distribution.
- Implemented a customer-focused redesign of the County's web site.
- Included customer service goals in all employees' Quality First plans.
- Conducted Countywide Customer Satisfaction Surveys, Mystery and Telephone Shopper Surveys, and interactive surveys on the County's web site and monitored results and continuous improvement strategies.

Improved General Administration

- Successfully implemented Proposition A (Full Disclosure in County Contracting Charter Amendment).



- Implemented an AutoCallDistribution at the Registrar of Voters providing improved election information to candidates and the public.
- Supported the Board of Supervisors in implementing policy directives and responding to citizen inquiries.
- Implemented a revised schedule for operational deliverables to better reflect and institutionalize the General Management System.

Continuous Improvement

- Diligently monitored energy crisis related industry and legislative developments, implemented County-wide conservation educational programs and expanded lighting retrofits.
- Managed the Redistricting process based on 2000 census data.
- Completed significant Information Technology infrastructure upgrades as part of the outsourcing contract with Pennant Alliance.
- Concluded the first phase of the Enterprise Resource Planning (ERP) projects for financial, human resource, and performance management systems.
- Established the Department of Purchasing and Contracting to focus on supplying the services and material necessary for e-government to successfully develop within the County's business model.

2001-03 Objectives

Fiscal Stability

- Balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain or improve the County's favorable bond ratings for credit and the Treasurer's Investment Pool.
- Complete Tobacco Securitization to limit the long-term risk and ensure enhancements to health and wellness programs.

- Reduce departmental overhead and reinvest savings into front-line services.
- Develop a comprehensive plan for improved asset and liabilities management.
- Implement the new Government Accounting Standards Board 34 financial reporting model that includes detailed identification and inventory of material assets.

Crime Prevention

- Expand the Drug Court system and fully implement Proposition 36.
- Establish a creative funding strategy for alcohol and drug treatment resources for adolescents, including residential treatment.
- Expand domestic violence response teams and provide timely assistance to elder abuse victims through emergency call centers.
- Strengthen the links between the juvenile correctional system and Children's Mental Health services.
- Promote more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhood programs.
- Ensure a smooth transition of the Child Support Function from the District Attorney to a separate department within the Public Safety Group.
- Begin construction on the new East Mesa Juvenile Hall and develop a staffing plan.

Environment

- Implement the Regional Clean Water Strategy to improve the county's water quality.
- Work towards completion of General Plan 2020 and a new Zoning Ordinance.
- Continue work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.



- Continue habitat preservation efforts to protect endangered species including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Ensure compliance with emission control programs.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Pursue enabling legislation so that a regional entity may provide gas and utility services directly to the residents of San Diego County via a Municipal Utility District.
- Stabilize the County's agricultural economic element by maximizing state and federal funding opportunities for emergency and catastrophic losses.

Self Sufficiency

- Open the San Pasqual Academy as a stable, nurturing environment for foster youth starting in September 2001.
- Initiate a legislative strategy to increase State financial participation to ensure a level of care provided to seniors and disabled individuals.
- Implement the Public Authority for the Employee of Record for In-Home Supportive Services.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Strengthen and sustain County and community sponsored efforts to fully immunize children by age two.
- Expand services for working families who are making the transition from welfare to work.
- Develop additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, victims of domestic violence and Section 8 population.

- Promote Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.

Health and Wellness

- Streamline the eligibility process for Medi-Cal and Healthy Families programs with web-based technology to ensure eligibility residents can access these programs.
- Implement the Board approved expansion of County Medical Services to provide additional county residents with access to healthcare.
- Develop incentives for small business owners to provide health benefits to employees and their families.
- Expand mental health services for children and adolescents.
- Continue to support organized Labor representatives in efforts to secure necessary one-time and ongoing funding for Edgemoor Hospital.
- Collaborate with community partners to promote wellness including teen smoking prevention, better nutrition and early detection of chronic diseases.
- Collaborate with community partners and government to strengthen protection against bio-terrorism and other biological threats to health.

Technology

- Leverage the County's new technology infrastructure and capability to implement e-commerce and web-based solutions (i.e. Jail Information Management Systems, Probation Case Management System, replacement of the Buy-net system and on-line surplus property auction).
- Successfully implement the Performance Management, Human Resources and Financial Enterprise Resource Planning tools.
- Implement a single, integrated e-mail system throughout the County.



- Explore and utilize new technologies such as wireless and document imaging to provide cost effective business solutions.
- Explore feasibility of new electronic voting system.
- Investigate alternatives for a new Property Tax System.
- Analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality to include Automatic Call Distribution, Interactive Voice Response and Auto Attendants.

Human Resources Modernization

- Perform a comprehensive review of the County's classification system and develop an implementation plan.
- Continue and refine the Management Leadership Academy.
- Coordinate the development of Personal Development Plans and Executive Development Plans for all employees with the County's diversity initiatives and employee development catalog.

Workplace Improvement

- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
- Continue to explore funding alternatives for building a new North County Animal Shelter and complete rebuilding of the new Central Shelter which was destroyed by fire.
- Complete construction on the Valley Center, Rancho San Diego, Spring Valley and Cardiff branch libraries.
- Implement a structured major maintenance program for all County facilities to prevent future backlogs.
- Employ energy conservation measures in County facilities to reduce demand by 10%.

- Investigate best practices, develop and adopt ergonomically correct employee workstation and workplace standards.
- Emphasize employee workplace injury prevention education and improvements.

Regional Leadership

- Work cooperatively with other local governments and agencies to address regional issues such as transportation, land use planning and affordable housing.
- Maximize opportunities to expand San Diego County's role and influence in statewide forums to promote Board policies.
- Provide a leadership role in addressing the region's energy crisis and lead by example in energy conservation efforts.
- Successfully conduct the March 5, 2002 Gubernatorial Primary Election incorporating the new federal, state and local electoral district boundaries to be established by the redistricting process.

Continuous Improvement

- Continue to foster trust and open communications with employees.
- Work with our local legislators to aggressively pursue additional discretionary revenue for service enhancements and project existing State and federal revenue sources.
- Develop performance measurements to assess performance in the delivery of County services.
- Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
- Utilize employee process improvement teams to achieve the County's strategic initiatives.
- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, phone surveys and other means.



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- Expand County Television Network access and programming to better communicate County services.
 - Continue to monitor the results of the Pet Project 2000 and promote responsible pet ownership.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Office	10.00	10.00	10.00
Office of Intergovernmental Affairs	5.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	19.00	19.00	19.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Office	\$ 1,418,505	\$ 1,372,233	\$ 1,503,119	\$ 1,508,592
Office of Intergovernmental Affairs	1,086,860	998,595	1,156,104	1,160,748
County Memberships and Audit	683,201	489,340	683,201	683,201
Internal Affairs	295,800	—	308,580	310,428
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,665,740	\$ 1,444,617	\$ 1,766,419	\$ 1,778,384
Services & Supplies	1,782,999	1,415,509	1,848,958	1,848,958
Other Charges	8,000	42	8,000	8,000
Management Reserves	27,627	—	27,627	27,627
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	49,826	37,013	49,826	49,826
Intergovernmental Revenue	19,200	—	19,200	19,200
Miscellaneous Revenues	—	632	—	—
General Revenue Allocation	3,415,340	2,822,524	3,581,978	3,593,943
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969



Department Description

With the twin overriding principles of fiscal integrity and customer service, the Auditor and Controller Department 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. The department performs independent, objective, and cost-effective audit services. Also, the department furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the County's Strategic Plan and the General Management System. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. We are the leading financial management resource of the County, and our long-term objective is to widen our role of controller into provider of value-added financial services.

Mission Statement

To achieve our vision that we are a national leader in providing government financial services, we will provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2000-01 Accomplishments

- Facilitated the development and implementation of the Countywide five-year Strategic Plan.
- Prepared and communicated the audit work plan to the Chief Administrative Office and Board of Supervisors Audit Sub-Committee.
- Fully participated in the Enterprise Resource Planning (ERP) system development projects as sponsor, project team members, and subject matter experts.
- Commenced the Operations Readiness initiatives in anticipation of the ERP systems implementation.
- Closed Fiscal Year-end books on August 10, 2000.
- Increased on-line information available to the public/taxpayer, taxing agencies, and the business community.

- Fostered trust and open communications with Department employees.
- Implemented and refined the Countywide Information Technology Chargeback System

2001- 03 Objectives

Fiscal Stability

- Provide value-added information and services to meet operational, regulatory, and business requirements of our customers.
- In collaboration with the Agency/Groups, balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain the County's favorable bond rating.
- Reduce departmental overhead and reinvest savings into front-line services.
- In collaboration with the Agency/Groups, develop a comprehensive plan for improved asset and liabilities management.
- Implement the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology



- Successfully implement the Financial, Human Resources, and Performance Management Enterprise Resource Planning tools.
- Explore and utilize new technologies such as document imaging to provide cost effective business solutions.

Human Resources Modernization

- Work with the Department of Human Resources to recruit and retain the highest caliber employees (the best and brightest).
- Develop the knowledge base and guide the orientation of Department employees to meet future needs, including review of job classifications, diversity, and employee and executive development.
- Achieve an overall improvement in employee satisfaction.

Continuous Improvement

- Develop performance measurements to assess performance in the delivery of Auditor & Controller services.
- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, telephone surveys, and other means.

Changes from 2000-01 Adopted

Staffing:

- The responsibility for Countywide Position Control will move to the Department of Human Resources with the implementation of the new HR system. Two staff years that are involved in Position Control maintenance were transferred to the Department of Human Resources for these duties.
- Four staff years are deleted from Accounting and Fiscal Control in anticipation of the Oracle implementation.
- Five positions (4.25 staff years) are added to provide support, ongoing maintenance and accounting for the Oracle Financial System.
- Three staff years of Cashiers were added to provide cashiering, payment identification and processing services at each of the Revenue and Recovery branch and satellite locations.
- One staff year of System Administrator and two staff years of support staff were added for the implementation and support of Performance Measurement Countywide.
- One staff year for Department website Administrator was added.
- One staff year for Countywide Payroll processing and time collection duties associated with the PeopleSoft implementation was added.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Implement GASB 34	N/A	N/A	Implemented	Implemented
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	N/A	N/A	Implemented	Implemented
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Audits	22.00	22.00	22.00
Office of Financial Planning	15.00	19.00	19.00
Accounting and Fiscal Control	113.00	110.00	110.00
Revenue & Recovery	111.00	114.00	114.00
Administration	30.25	34.00	34.75
Total	291.25	299.00	299.75

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Audits	\$ 1,923,935	\$ 1,620,419	\$ 2,071,726	\$ 2,143,553
Office of Financial Planning	1,268,593	2,108,663	1,981,720	1,811,577
Accounting and Fiscal Control	5,569,512	8,936,757	5,464,663	5,734,966
Revenue & Recovery	5,626,834	6,890,678	7,533,042	7,675,097
Administration	13,057,948	6,360,203	14,199,143	13,683,200
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 14,041,683	\$ 14,224,643	\$ 16,300,281	\$ 16,646,328
Services & Supplies	12,392,910	11,628,497	13,937,784	13,389,836
Other Charges	149,900	94,309	149,900	149,900
Expend. Transfers & Reimbursements	—	(30,729)	—	—
Management Reserves	862,329	—	862,329	862,329
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	945,000	945,000	2,098,550	795,000
Revenue Use of Money & Property	—	12	—	—
Charges For Current Services	4,645,175	4,921,335	5,475,175	5,475,175
Intergovernmental Revenue	125,000	262,770	125,000	125,000
Miscellaneous Revenues	395,500	642,735	395,500	395,500
Other Financing Sources	25,000	—	25,000	25,000
General Revenue Allocation	21,311,147	19,144,869	23,131,069	24,232,718
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393



Department Description

The County Technology Office ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Ensure that technology drives the County's continuing move to better, faster, cheaper government

2000-01 Accomplishments

- Provided IT and telecommunications support to County business operations.
- Implemented the Chargeback System to assist in providing departments with Pennant Alliance contract billing information.
- Over 5,000 new computers were installed at County workstations.
- Over 18,000 phones were replaced, and a new telephone network established.
- By mid-year, Pennant Alliance was meeting all 14 critical service levels set by the County.
- Over 1,500 old County computers were donated to the San Diego Futures Foundation.
- A new high speed Wide Area Network was established, and all major County sites connected.
- Several new business applications throughout the county were implemented.
- The first phases of all three Enterprise Resource Planning systems were completed.
- Established new IT and e-mail policies and procedures.
- Completed detailed security and application assessments.

2001-03 Objectives

- Accelerate residents' access to County information and services by implementing a world-class website and capability by December 2001.
- Oversee and provide direction on the implementation of the Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system by December 2002.
- Oversee implementation of all three Enterprise Resource Planning systems.
- Oversee and provide direction on the completion of the wide area network and telecommunications system by December 2001.
- Oversee and provide direction on the refresh of all County desktops by December 2002
- Oversee implementation of major new applications, including those in Probation, Housing and Community Development, Public Defender, Alternative Public Defender, Health and Human Services, Superior Court, Public Works, General Services, Assessor, and Revenue and Recovery
- Establish a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continue to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.
- Contribute to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.

Technology



- Successfully transition the Department of Child Support Enforcement to the IT Outsourcing vendor.
- Work with the IT Provider to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.
- By December 2001, ensure all departments have reviewed and implemented IVR and call distribution capabilities available in the new telephone system.
- Monitor IT Provider's compliance with contract provisions and Minimum Acceptable Service Levels (MASLs), with all Minimum Service Levels being regularly met by July 2001.
- Provide leadership within California and the US by helping other governments benefit from San Diego County's IT outsourcing experience.

Changes from 2000-01 Adopted

- **Staffing**—Two Administrative Analyst positions will provide administrative support to the County Technology Office including the IT Internal Service Fund.
- **Expenditures/Revenues**—The IT Internal Service Fund reflects an increase of approximately \$25 million. This increase reflects changes that have been requested by County departments for IT services such as application maintenance and development, telecommunications, desktop computing, mainframe computing power, and other costs associated with implementing the Enterprise Resource Planning systems. In addition, the increase includes costs related to the development of a “Web Portal”, which will provide constituents with a complete view of all County Web services through a single “gateway”.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
APAR rating green or better	N/A	74%	80%	90%
Percentage of Critical MASLs met	N/A	89%	90%	95%
Percentage of MASLs met	N/A	75%	80%	90%
CTO Office customer survey average rating	N/A	N/A	3.5	4.0
Number of telephones replaced	18,000	18,000	1,000	0
Number of conversions to Outlook e-mail	10,000	1,000	7,500	500
Number of desktop PCs replaced	3,000	5,000	4,000	4,000
Percent of network migrated to new technology	100%	90%	100%	100%

* APAR = monthly customer evaluation by department representatives

* MASL = Minimum Acceptable Service Level



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CTO Office	19.00	21.00	19.00
Total	19.00	21.00	19.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CTO Office	\$ 7,630,486	\$ 7,228,001	\$ 6,849,225	\$ 6,806,187
Information Technology Internal Service Fund	111,056,425	105,837,853	136,526,251	104,209,751
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,854,296	\$ 1,867,863	\$ 2,390,779	\$ 2,216,076
Services & Supplies	116,332,615	111,197,991	140,638,697	108,453,862
Management Reserves	500,000	—	346,000	346,000
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	4,424,793	1,663,233	5,033,000	418,000
Charges For Current Services	68,968,708	69,346,882	92,313,536	92,313,536
Intergovernmental Revenue	10,664,917	13,171,698	11,332,215	10,744,215
Miscellaneous Revenues	—	71,247	—	—
Other Financing Sources	28,920,800	23,497,100	28,790,500	1,527,000
General Revenue Allocation	5,707,693	5,315,694	5,906,225	6,013,187
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938



Department Description

The Civil Service Commission (CSC) is designated by the County Charter as the administrative appeals body for the County in personnel matters. The CSC 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.

2000-01 Accomplishments

- Followed specific Court orders regarding disciplinary transfers.
- Followed specific Court orders regarding disputes between law enforcement officers and the Citizens' Law Enforcement Review Board.
- Conducted Countywide workshop on performance appraisals.
- As the County's judicial body for personnel matters, the Civil Service Commission is responsible for causing all County entities to comply with legal and ethical matters. All of the Commission's orders were enforced in 2000-2001.
- Before, during, and after each hearing or investigation the fairness, efficiency, and effectiveness of the process were assessed in order to make better decisions.
- The Commission prepared detailed and precise decisions which were thoroughly reviewed by individual Commissioners, Commission staff, and County Counsel resulting in the production of accurate and legally sound decisions, thereby significantly reducing potential litigation against the County. All decisions were made taking into consideration County liability, due process, and

fairness. During 2000-2001 fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the Commission's decisions.

- The Commission was accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs required. Results of a customer survey indicate that 99% of customers are very pleased with the Commission and staff.
- The Executive Officer communicated effectively and regularly with Civil Service Commissioners as well as with all customers and organizations served by the Commission.
- The Commission continued to automate while at the same time delivering personal service to its customers.
- Expanded distribution of agendas and minutes electronically.

2001-03 Objectives

Fiscal Stability

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During 2001-2003 fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Human Resources Modernization



- Work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Schedule mandated hearings within a month after receiving appeals.
- Process findings and proposed decisions for public meeting within three weeks of hearing.
- Same day response to public, department, or employees' inquiries.

Regional Leadership

- The Executive Officer will communicate effectively and regularly with the Civil Service Commissioners.

Technology

- The Commission will be accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs require. A customer survey will be distributed to monitor and maintain customer satisfaction.

Changes from 2000-01 Adopted

- Salaries and Benefits reflect an increase of 8% primarily because of increases in salary ranges.
- Services and Supplies increase 18% because of previous under-funding.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Mandated Commission Hearings	45	35	40	40
Investigations	10	10	11	11
Staff Review / Recommendations	330	407	332	332



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Civil Service Commission	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 286,891	\$ 260,438	\$ 311,021	\$ 320,102
Services & Supplies	48,399	59,125	57,105	62,024
Management Reserves	6,233	—	6,233	6,233
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	31,031	24,647	31,031	31,031
General Revenue Allocation	310,492	294,917	343,328	357,328
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359



Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The Department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center, a designated Federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services. The department's commitment to continuous improvement is reflective of a team that welcomes challenges, works toward a common goal, maintains a positive attitude toward everyone's ideas, builds morale internally, communicates openly, develops its members' skills while teaching and learning from one another, embraces the diversity of its members, uses resources wisely and shares pride in its accomplishments as well as celebrating its successes.

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.

2000-01 Accomplishments

Improved service by maximizing automation:

- Developed automatic salary expenditure and leave balance report for Board Offices;
- Provided timely input and responsive review of IT application deployment and transition milestones;
- Organized office space to accommodate new equipment and procedures;
- Implemented the Document Management System;
- Electronically distributed Board Minute Orders;
- Reformatted section procedures and published on the Intranet;
- Enhanced automation for the Board of Supervisors Land Use Agenda;

- Provided standardized Assessment Appeals application form and informational booklet on the Internet;
- Linked the Assessment Appeals application to the County web page;
- Installed facilities maintenance software.

Improved training, communication, and customer service:

- Reorganized staffing structure to provide more effective and efficient service to customers;
- Career Development Management and Tracking Program developed;
- Leadership Program developed;
- Handbook developed for Board staff; resources of the Department promoted in a public relations outreach project;
- Implemented new employee orientation;
- Surveyed County department heads regarding their use of Clerk of the Board Intranet/Internet sites and suggestions for improvement;
- Conducted employee satisfaction survey;



- Updated AAB Rules of Procedure;
- Increased Notary Public agents and passport acceptance training to provide better customer service;
- Implemented public relations outreach project;
- Provided advanced technical and safety training for facilities' staff, accomplished emergency safety planning for County Administration Center;
- Upgraded microfiche viewing equipment.
- The only County department to receive a 100 percent satisfaction rating for three surveys in a row for the CAO's Countywide customer surveys.

Improved and maintained the County Administration Center:

- Refurbished and improved HVAC systems in various mechanical rooms;
- Refurbished restrooms, elevator interiors, outdoor planter beds, East Plaza fountain, terrazzo in stairwell risers, and other public areas;
- Supported and coordinated Capital Improvement Projects and office renovation projects;
- Completed various mechanical, plumbing, and electrical projects;
- Installed projection screens, security cameras, and sidewalk in northwest lawn.

2001-03 Objectives

Fiscal Stability

- Reduce maintenance related costs of the Clerk of the Board Assessment Appeals system.
- Reduce ongoing maintenance costs of hard copy public records.
- Increase revenue through additional notaries public.
- Expand advertising campaign to increase the volume of passport applications and notary public services provided.

Technology

- Make the agenda more easily accessible prior to Board Meeting.
- Expand use of the Document Management System to make official documents available to the Public electronically.
- Develop automated database of customer service activities.
- Implement procedure to electronically distribute agenda backup to General Services.
- Develop Document Management System "Marketing Brochure" and "Quick Reference Guide".
- Develop plan for acceptance of Assessment Appeals applications filed electronically, utilizing electronic signatures.
- Utilize the Document Management System to store electronic departmental documents that require additional security and publish the room reservation schedule for the County Administration Center.
- Develop plan for the Tax Collector to update property tax notice forms with Clerk of the Board web information.
- Place Department's Employee Policy Manual on Intranet.
- Publish Quarterly Newsletter on Intranet.
- Improve communications equipment and standardize equipment operation procedures.

Workplace Improvement

- Expand the employee Resource Library.
- Improve the physical layout of clerical and records area.
- Complete office space refurbish project.
- Improve the physical layout of the Board General Office.
- Complete maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement



-
- Develop a directory for Clerk of the Board staff and Board staff.
 - Ensure program processes are consistent with the Department's 2000 reorganization
 - Increase staff technical and safety training
 - Increase cross training to assure staff exposure to all departmental functions

Regional Leadership

- Promote the historical significance of the County Administration Center through sales of memorabilia.
- Produce a "Department Public Information Guide".
- Advertise art displays in the County Administration Center.

- Sponsor training event for County departmental volunteer coordinators.
- Implement an Outreach Program throughout all County departments.

Changes from 2000-01 Adopted

- As part of the Department's continuous improvement process, the separately identified Assessment Appeals section was merged into the Legislative Services section.
- The increase in cost of salaries is linked to the cost of living increase provided to employees Countywide.
- Projected revenues are higher due to the success of the Department's Passport acceptance and Notary Public programs.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Legislative Services	7.00	10.00	10.00
CAC Facilities Services	10.00	12.00	12.00
Assessment Appeals	5.00	—	—
Public Services	10.00	10.00	10.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Legislative Services	\$ 426,297	\$ 440,384	\$ 765,103	\$ 812,389
CAC Facilities Services	2,550,889	3,412,288	2,739,911	2,831,300
Assessment Appeals	256,250	208,758	—	—
Public Services	512,469	678,377	711,402	739,338
Executive Services	834,296	868,877	566,824	573,518
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545

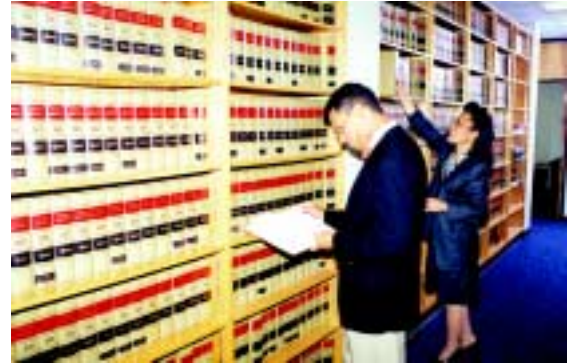
Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,867,162	\$ 1,673,077	\$ 1,939,142	\$ 2,029,221
Services & Supplies	2,691,788	3,946,610	2,822,847	2,906,073
Fixed Assets - Equipment	—	16,565	—	—
Expend. Transfers & Reimbursements	(25,000)	(27,567)	(25,000)	(25,000)
Management Reserves	46,251	—	46,251	46,251
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	45,650	184,869	72,750	72,750
Miscellaneous Revenues	40,170	44,075	40,170	40,170
General Revenue Allocation	4,494,381	5,379,741	4,670,320	4,843,625
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain county school districts and special districts. Services to school and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency in juvenile dependency matters.

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 County government to better serve the residents of San Diego County.

2000-01 Accomplishments

- Prevailed in over 95% of all cases filed against the County that have been decided by a court or jury (not including cases on appeal).
- Prevailed in 12 out of 13 Court of Appeal cases.
- Prevailed in over 99% of all juvenile dependency petitions that were subjected to a contested hearing.
- Prevailed in over 92% of juvenile dependency cases in the Court of Appeal.
- Arranged for the County to receive free legal services valued at over \$100,000 through the Pro Bono Conservatorship Program in which private law firms contribute their services to handle conservatorship trials for the County.
- Obtained over \$2 million from insurance carriers to cover various liabilities facing the County where the issue of coverage was in dispute with the insurance companies.
- Updated the "County Counsel Legal Guide for County Departments," which provides a comprehensive guide to County Officials on how to best utilize the legal services of County Counsel, and how to avoid certain legal risks. The Legal Guide also provides helpful legal tips on selected subjects of significant interest to County Officials.
- Distributed bulletins to appropriate County officials under the "County Counsel Special Bulletin Program" that informs and advises County officials of new laws or court rulings that have a significant impact on County operations.
- Provided monthly Training Programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provided quarterly trainings to Health and Human Services Agency Social Workers to assist them in the performance of their duties in working with children and families.



2001-03 Objectives

Fiscal Stability

- Continue providing the monthly County Counsel Training Program to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provide quarterly training to Social Workers to assist them in the performance of their duties in accordance with state law.
- Provide contract risk management assistance through increased participation in the County's Contract Business Plan Review/Project Management Review (CBPR/PMR) process.
- Continue to identify and aggressively pursue insurance coverage where applicable to cover County liability.

Environment

- Continue to work closely with the Department of Environmental Health to insure full compliance with the State and federal requirements governing the County's Stormwater program.

Continuous Improvement

- Update County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
- Continue County Counsel Special Bulletin Program to inform County officials of new developments involving court rulings and new legislation.

Changes from 2000-01 Adopted

- The increase in Salary & Benefit expenditures is due to cost of living adjustments and the addition of one Special Assistant County Counsel position and two new Senior Deputy County Counsel positions to provide exclusive legal services to the Health and Human Services Agency and to the Land Use & Environment Group. These positions are offset by cost applied and revenue reallocations from these departments. There is also an additional paralegal position to provide exclusive legal services for the Inactive Waste Site Program which will provide offsetting revenue in FY01/02 and FY02/03.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Percent of Board of Supervisors short term assignments that will be completed by the established due date	100%	100%	100%	100%
Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	85%	90%	90%	90%
Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	94%	94%	94%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
County Counsel	130.00	133.00	133.00
Total	130.00	133.00	133.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
County Counsel	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 11,193,883	\$ 11,159,736	\$ 12,189,811	\$ 12,543,069
Services & Supplies	1,528,462	1,432,087	1,727,599	1,672,368
Fixed Assets - Equipment	—	33,878	30,000	31,200
Expend. Transfers & Reimbursements	(117,215)	(60,529)	(120,972)	(120,972)
Management Reserves	253,933	—	253,933	253,933
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	450,972	333,811
Charges For Current Services	3,087,560	3,184,627	3,001,620	3,220,461
Intergovernmental Revenue	131,290	131,334	150,700	134,457
Miscellaneous Revenues	110,000	384,591	100,750	113,300
General Revenue Allocation	9,530,213	8,864,621	10,376,329	10,577,569
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; workers' compensation and unemployment insurance programs; employee training programs; negotiation of labor contracts; administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2000-01 Accomplishments

- Finalized the Human Resources Modernization Initiative, which is one of the nine Countywide interrelated initiatives in the Strategic Plan.
- Successfully negotiated 5-year contracts covering over 12,000 County employees and 4-year contract extension for the Deputy Sheriffs and District Attorney Investigators covering an additional 2,500 employees.
- Completed the following aspects of the ERP PeopleSoft Implementation: (A) Concluded Solution Demonstration Labs; (B) Designed and documented new business practices, processes and procedures, including: (1) consolidation of forms, (2) enhanced reporting tools and reports, (3) class title naming conventions, (4) enhanced leave tracking capability, and, (5) enhanced position management tools and procedures; and, (C) Initiated user acceptance testing and end-user training.
- Streamlined and enhanced the County's business practices in the area of position management. Made changes to the County's Compensation Ordinance and established PeopleSoft as the system of record for all funded positions, thereby eliminating redundant systems and reducing duplicative effort.
- Developed business rules for modifications, variable entry and other personnel rules to comply with PeopleSoft implementation.
- Transferred all recruitments and employment lists to SIGMA Applicant Tracking System to provide departments with lists of qualified applicants in a more timely manner.
- Actively contributed to the County's internet strategy development plan and published several PeopleSoft HR forms available for Countywide use on the internet.
- Developed the prototype database tracking system for a future electronic Classification Activity Request (CAR) submittal system.
- Implemented a variety of voluntary benefit programs such as long term care and group auto/home insurance that will give employees a number of options to meet their specific needs.
- Provided flu shots to County employees at no cost.
- Opened a full-service human resources satellite office in Escondido.
- In accordance with Countywide and departmental goals, coordinated the training of 100% of the employee population in diversity concepts.



- Implemented a “Leadership Academy” pilot program and graduated 24 participants on June 1, 2001.
- Extended the contract for Countywide Project Management Training. Increased class size from 20 to 25 and offered this training on a full cost recovery basis.
- Updated the Countywide Injury, Illness Prevention Program and distributed to departments.
- Redesigned the County’s dental program to increase services and value.
- Provided training on revised forms related to pre-employment and fitness for duty medical examinations.
- Developed and implemented tools to assist departments in the assessment of medical restrictions for job accommodation consideration.
- Enhanced the County’s diversity efforts by speaking to over 5,000 applicants in over 35 job fairs.
- Implemented a “hiring hall” concept to assist with filling clerical vacancies.
- Established a web-based Countywide training catalog by coordinating and standardizing non-technical program offerings and developing processes for ongoing program development.
- Increased Employee Development Division career development workshop participation by 295% to 943 participants from 239 participants in FY 99-00.
- Purchased and installed video-conferencing equipment to enable employees to participate in job related trainings, seminars, hearings and interviews located elsewhere.
- Completed implementation, review and finalization of fiscal year 2000-01 Operational Incentive Plan.
- Successfully implemented the second year of the Quality First Program.
- Administered the fourth annual Countywide Employee Satisfaction Survey.

- Reconfigured Open Enrollment forms and mailed materials to employees’ homes.
- Reduced evaluation time and backlog in the Do It Better By Suggestion (DIBBS) program.

2001-03 Objectives

Human Resources Modernization

- Complete and implement the PeopleSoft system and the HR/Payroll ERP Countywide, including user acceptance testing and end-user training.
- Identify business practices that may be streamlined to provide faster service to departments requesting recruitment and/or classification studies.
- Initiate a comprehensive classification study.
- Issue a Request for Proposals (RFP) to develop and implement Countywide executive leadership development training programs. Conduct two leadership academies per fiscal year.
- Develop and identify resources to support a Supervisory Academy.
- Begin the implementation of Personal Development Plans Countywide.
- Increase efficiency in recruitment and selection processing through SIGMA/PeopleSoft.
- Implement on-line, downloadable job applications.
- Develop an electronic Classification Activity Request (CAR) submittal system, which will include the attachments normally required with CAR.
- Schedule and implement a “Clerical Hiring Hall” in Fall 2001 and Spring 2002.
- Develop a recruitment CD/web card to promote the County of San Diego and direct potential employees to our web page.
- Continue diversity recruitment strategies by participating in Job Fairs and college, university and military outreach.
- Ensure Quality First and Operational Incentive Plan goals are aligned with the County’s Strategic Plan.



- Continue to monitor and improve customer service.
- Identify return on investment savings achieved through use of video-conferencing equipment.
- Continue Leveraging Diversity training for new employees.
- Continue new employee orientation training.
- Issue additional Request for Proposals (RFP) to develop and implement comprehensive Countywide management/supervision training, business skill training, and group and personal effectiveness training.
- Remodel DHR Room 207 to enhance customer service and improve work flow.
- Two additional positions to support the on-going oversight and maintenance of PeopleSoft and to provide enterprise-wide support.
- Two positions transferred from the Auditor and Controller to the Department of Human Resources associated with the transfer of responsibility for Position Management.
- One new position for the Labor Relations Division to address a workload increase associated with the United Domestic Workers contract.
- One new position for the Recruitment and Selection Division to support Countywide recruitment.

Workplace Improvement

- Develop and implement strategies to reduce work-related injuries to include presentations on risk mitigation and ergonomic and/or repetitive motion injury prevention.

Fiscal Stability

- Establish a baseline of information regarding office-related injuries to measure the impact of office modernization on the rate and nature of workers' compensation claims.

Changes from 2000-01 Adopted

Staffing:

In order to meet current demand for services and to assume new responsibilities associated with the strategic initiative of modernizing human resources, additional staff were added as follows:

- Four backfill positions, for one year only, to implement PeopleSoft HR/Payroll ERP.

These increases will bring the County's HR staffing ratio closer to the national average for similar sized counties, thereby enabling the Department of Human Resources to better meet customer needs.

Expenditures:

- Budgeted expenditure increases reflect staffing and salary changes, one time costs associated with the ERP Countywide end-user training, workplace improvements, and additional one time and on-going resources needed to achieve Human Resources modernization in the area of recruitment.

Revenue:

- Increased revenues from the Employee Benefits Internal Service Fund and from Flex Forfeitures are associated with increased costs in Employee Benefits and Risk Administration.
- General Fund fund balance savings were used to fund the ERP Countywide end-user training (\$300,000).



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
% Of Recruitments Promulgated Within Targeted Time Frame	*	67%	80%	85%
% Of Classification Activity Requests Completed Within Prescribed Time Frame	*	78%	80%	85%
Overall Satisfaction Rating with Training Programs Offered by Employee Development	94%	93.02%	95%	95%
The Ratio of Workers' Compensation Cases Closed Per Number of Cases Open	1.05:1	1.06:1	1:1	1:1
% Of Grievances Appealed to Arbitration Without Recourse to Hearings	0%	0%	10%	10%

*New measure. Data not available.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Department of Human Resources	114.00	124.00	120.00
Total	114.00	124.00	120.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Department of Human Resources	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 7,102,194	\$ 6,826,245	\$ 7,995,299	\$ 7,828,878
Services & Supplies	6,119,827	4,050,937	6,553,053	5,926,691
Fixed Assets - Equipment	308,000	182,666	340,000	30,000
Expend. Transfers & Reimbursements	(461,144)	(28,580)	—	—
Management Reserves	307,904	—	153,952	153,952
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,041,952	1,041,952	1,588,904	79,480
Charges For Current Services	352,000	349,682	383,817	383,817
Intergovernmental Revenue	—	880	—	—
Miscellaneous Revenues	5,652,499	4,641,389	6,052,439	6,199,080
General Revenue Allocation	6,330,330	4,997,365	7,017,144	7,277,144
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521



Department Description

The Department of Media and Public Relations (DMPR) was established by the Board of Supervisors in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, publications, and special events, as well as operation and programming for the County’s government access cable television channel, CTN – County Television Network. The Department also administers the County’s franchise agreements with cable television companies operating within unincorporated communities.

Mission Statement

To increase public awareness of and confidence in County government by using all mediums to provide clear, accurate, timely information on County issues, programs and services.

2000-01 Accomplishments

- Expanded information available to the public on CTN – County Television Network with new innovative, award-winning programs focused on County programs, services, issues and the unique communities and diverse population of San Diego County.
- Obtained significant free publicity for CTN resulting in a 300% increase in web site hits and corresponding increase in viewers.
- Updated and expanded the content on the Department and CTN web sites & obtained a new web address, www.ctn.org, to make the web sites easier to find and use.
- Negotiated the County’s first new cable television franchise agreement in over ten years. Benefits include increased choices and marketplace competition for customers; revenue in the form of a

four-year, \$300,000 technology grant; and a newly-revised, up-to-date ordinance and rate structure for use in future franchise negotiations.

- Worked with the County Technology Office and Pennant Alliance to offer Internet streaming of Board of Supervisors’ meetings, using audio and video feed from CTN – County Television Network broadcasts.
- Provided communication support to ERP program, producing materials that keep County employees informed of the program’s benefits and status.
- Provided communications and media relations support to multiple county departments during local emergencies.
- Continued to educate the public and employees about County programs through media relations support & media training; through the award of five video grants to non-profit groups; through production of special events and conferences; and the publishing of 12 issues of County News newsletter.
- Streamlined two internal support services (Service Awards & TV news clips) using Process Improvement Teams to increase efficiency and improve service to customers.



- Modernized the Board of Supervisors' Chambers Multimedia system, allowing the public, Supervisors, and staff to better view multimedia presentations.

2001-03 Objectives

Regional Leadership

- Using all mediums (cable television, web, media relations, and publications), ensure that information is available to the public on the County's regional leadership efforts.
- Continue to develop best-in-class programming and operational policies for CTN – County Television Network, to further establish CTN as a leader in the field of government access cable television.

Self Sufficiency

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote self-sufficiency

Health and Wellness

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote health and wellness.

Crime Prevention

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote crime prevention.

Technology

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public on County efforts to use technology and the Internet to improve efficiency and enhance government services.
- Identify opportunities for automation within CTN and Department operations and use new technology, wherever possible, to streamline and upgrade services.

Environment

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that protect and enhance the environment.

Workplace Improvement

- Reevaluate all Department work sites and remodel where necessary to improve efficiency, productivity, and safety.
- Increase training and cross-training opportunities for Department staff in areas that enhance product quality and customer service.
- Ensure that employees have access to the equipment they need to produce high-quality products that meet customer needs.

Human Resources Modernization

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet regarding the County's fiscal disciplines, programs and efforts to modernize human resources systems.



Changes

- The addition of one staff year will provide audio-visual and presentation support at meetings held at the County Administration Center. This level of service is now required to support the increasing use of new communication technology and to minimize the risk associated with multiple parties operating expensive equipment.
- Fixed assets include an automated playback system for County Television Network (CTN). By automating this function, the department will be

able to reduce the amount of staff time required for programming and redirect these resources to front-line services. By taking advantage of new technology in this area, CTN will also have increased programming flexibility and will be able to change or add programming more quickly, resulting in better service to the public. This one-time purchase will be funded with one-time technology grant revenue from Western Integrated Network (WIN) provided for in their franchise agreement with the County.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Media & Public Relations	21.00	22.00	22.00
Total	21.00	22.00	22.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Media & Public Relations	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,388,921	\$ 1,374,757	\$ 1,554,647	\$ 1,586,353
Services & Supplies	392,866	347,882	426,969	437,176
Fixed Assets - Equipment	35,500	1,205	187,500	—
Operating Transfers	—	—	187,500	—
Management Reserves	24,474	—	24,474	24,474
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	24,474	(247,060)	211,974	24,474
Licenses Permits & Franchises	1,817,287	1,866,537	1,916,874	1,956,376
Revenue Use of Money & Property	—	97,140	—	—
Charges For Current Services	—	624	—	—
Miscellaneous Revenues	—	6,604	—	—
Other Financing Sources	—	—	252,242	67,153
General Revenue Allocation	—	—	—	—
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003



County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center. Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2000-01 Accomplishments

- Service elevator mechanical upgrade
- Fire alarm system replaced
- Repair / replace broken sidewalk areas around the CAC
- Creation of additional conference room space within the CAC
- Replacement of electrical ground fault relays
- Replace loading dock driveway

2001-03 Objectives

Fiscal Stability

- Replace outdated air handling units with energy efficient units
- Complete energy efficiency lighting sensor / timer project

Workplace Improvement

- Repair / replace exterior perimeter drainage system
- Repair west entrance stairway
- Complete hallways / restrooms refresh project

Changes from 2000-01 Adopted

- The major maintenance program at the CAC reflects an increase of \$548,000.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CAC Major Maintenance	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	1,585,453	1,696,598	2,133,800	2,133,800
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,451,653	1,451,653	—	—
Revenue Use of Money & Property	13,800	14,162	13,800	13,800
General Revenue Allocation	120,000	230,783	2,120,000	2,120,000
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Capital Program

Capital Program

Capital Program Summary



Capital Program



The Capital Program consists of five funds. The first two funds, the County Health Complex and the Criminal Justice Facilities, contain budgets for lease-payments, land acquisitions, and capital projects related to the Rosecrans Health Complex, and Criminal and Justice related facilities.

The third fund, the Capital Outlay Fund, includes lease purchases, land acquisitions, and capital projects, which do not fall into the previous two program categories.

The fourth fund, the Library Project Fund, was established in Fiscal Year 1999–2000 for the acquisition and construction of libraries throughout San Diego County. The County Board of Supervisors committed funding for this program with \$7.5 million per year of General Fund revenue over a two year period.

The fifth fund, the Edgemoor Development Fund, was established in 1979 for the use, development, and disposition of the 325 acre Edgemoor site property.

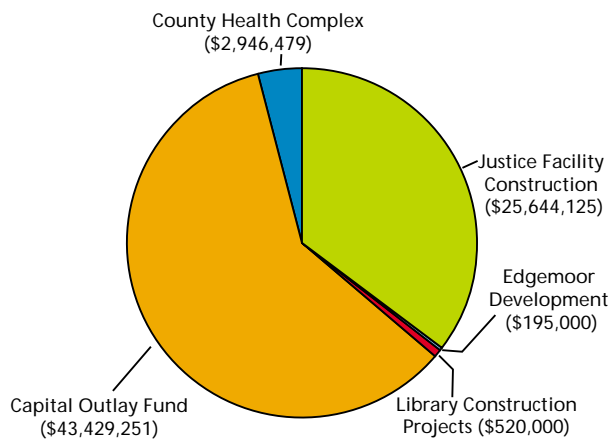
Revenues from leases and future sale of land are intended to assist in the planning process for the Edgemoor property and the financing of needed public facilities.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Plan (CIP) that includes a comprehensive listing of all capital projects, leases, major maintenance, and public works projects over the next five years.

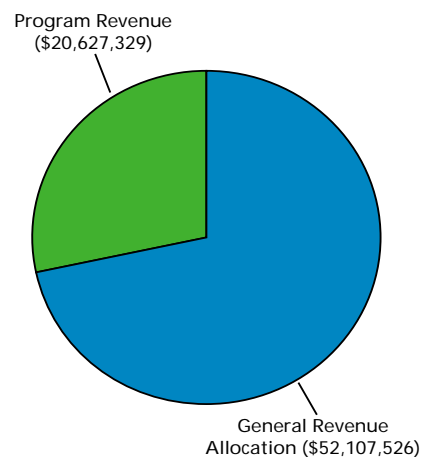
Using the CIP as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed.

The following tables provide information for the five Capital Programs followed with a list of the current outstanding Capital Projects.

FY 2001–2002 Capital Program



FY 2001–2002 Revenue Source





Capital Program

Budget by Fund

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Outlay Fund	\$ 36,560,414	\$ 43,429,257	\$ 32,912,240
Justice Facility Construction	28,994,523	25,644,125	26,323,847
County Health Complex	13,437,423	2,946,479	3,898,215
Library Projects	10,862,030	520,000	—
Edgemoor Development	185,000	195,000	195,000
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 68,077,370	\$ 58,774,029	\$ 60,434,302
Capital Projects	19,077,020	11,065,826	—
Land Acquisition	2,700,000	2,700,000	2,700,000
Services and Supplies	185,000	195,000	195,000
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302



Budget by Category of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
AB189	\$ 6,333,644	\$ 6,632,196	\$ 6,425,689
Aid from Redevelopment Agency	800,000	800,000	800,000
Rent	634,006	616,363	625,848
Charges to Other Districts	1,103,373	1,094,169	1,103,373
Interest Earnings	7,000	10,000	10,000
Fund Balance	104,268	137,314	136,361
General Revenue Allocation	75,743,784	52,107,526	52,888,420
Fed Aid-HUD Ctr/CDT-TFSC (CDBG)	320,000	765,000	—
Micrographics Fee	118,000	—	—
Op Transfer from Parkland Dedication	76,000	200,000	—
St Aid Tobacco Settlmnt	879,313	387,461	1,339,611
St Aid Public Safety Srvc Prop 172	3,870,000	—	—
Other Miscellaneous	2	—	—
Operating Transfer From Library Fund	50,000	—	—
Prop 12	—	7,000,000	—
Groups Fund Balance	—	2,984,826	—
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302



Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 29,715,424	\$ 30,183,425	\$ 30,212,240
Capital Projects	4,144,990	10,545,826	—
Land Acquisition	2,700,000	2,700,000	2,700,000
Total	\$ 36,560,414	\$ 43,429,251	\$ 32,912,240

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1991 MTS Tower	\$ 2,504,770	\$ 2,589,285	\$ 2,585,194
1993 A- Starbuilders	111,943	118,770	118,638
1993 Master Refunding- South County	3,819,279	3,820,637	3,820,018
1993 Master Refunding –East County	5,080,362	5,082,170	5,081,346
1993 Master Refunding – Topaz	470,920	471,086	471,010
1993 Vista Refunding	2,850,145	2,848,345	2,848,235
1996 Motorola	3,809,204	3,986,090	3,986,090
1996 Regional Communication System	5,964,906	5,877,794	5,949,181
1997 Master Refunding	5,103,895	5,389,248	5,352,525
Capital Projects			
KK9500 Multiple Species Conservation Program	2,700,000	2,816,000	2,700,000
KN1561 Julian Jesse Martin Park	180,000	—	—
KN0553 Fallbrook Comm Ctr	70,000	—	—
KN6109 Assessor’s Public Information	118,000	—	—
KN8430 No.County Kennel & Cattery	2,000,000	—	—
KN0787 Cottonwood Park Dev. Ph. 3	76,000	600,000	—
KN0788 Family Friendly Restrooms	907,665	—	—



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KN8013 Jess Martin Park	50,000	—	—
KN8017 Guajome Adobe Improvements	10,000	—	—
KN0867 Agua Caliente Park Restr. m.	38,325	—	—
KN0880 Spring Valley Teen Center	30,000	190,000	—
KN0884 Lakeside Teen Ctr	275,000	—	—
KN1885 SV Comm Ctr Playgrnd Impr.	100,000	75,000	—
KN1886 Julian Memorial Park Impr.	50,000	—	—
KN1910 Old Ironsides Walkway	40,000	—	—
KN9016 Rainbow Park Phase 1	50,000	600,000	—
KN9032 Collier Park Facility Design	150,000	—	—
KA2564 Otay River Valley Acq.	—	1,000,000	—
KK1709 No. County Animal Shelter	—	1,500,000	—
KK0865 Spring Valley Teen Gym	—	400,000	—
KN0868 Collier Park Walk/Picnic Area	—	89,520	—
KN0870 Pine Valley Basketball/ Tennis	—	336,590	—
KN0873 Tijuana River Valley Sports Park	—	1,500,000	—
KN1954 Dos Picos Picnic Area	—	570,000	—
KN2955 Agua Caliente Park	—	1,100,000	—
KN2956 El Monte Park Playground	—	300,000	—
KN2957 Flinn Springs Park	—	250,000	—
KN2958 Lake Jennings Park	—	185,000	—
KN2960 Lake Morena Equipment	—	350,000	—
KN2961 Lindo Lake Park Lights	—	80,000	—
KN2962 Stelzer Park Playground	—	170,000	—
KN2963 Wm. Heise Playground	—	250,000	—



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KN2965 Fallbrook Sport Park	—	500,000	—
KK2966 NCRC Fire Sprinkler System	—	136,165	—
KK2967 SCRC Fire Sprinkler System	—	122,551	—
KK2968 Cactus Park Sportfield	—	110,000	—
KN2969 Pine Valley Park Ballfield	—	15,000	—
Total	\$ 36,560,414	\$ 43,429,251	\$ 32,912,237



Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 24,924,523	\$ 25,644,125	\$ 26,323,847
Capital Projects	4,070,000	—	—
Total	\$ 28,994,523	\$ 25,644,125	\$ 26,323,847

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1991 JR Burnham Buildg	\$ 704,052	\$ 651,166	\$ 732,834
1991 JR East Mesa	2,072,188	1,915,798	2,157,301
1991 JR Juvenile Hall	723,567	669,205	753,153
1993 Ridgheaven	455,052	478,783	478,228
1993 Master Refunding - East Mesa	740,046	740,307	740,188
1993 Master Refunding - Juvenile Hall	437,519	437,672	437,602
1993 Master Refunding - Clairemont Hospital	1,841,000	1,841,654	1,841,356
1993 Master Refunding - East Mesa Land	2,403,167	2,404,020	2,403,631
1993 Master Refunding - SD Muni Building	766,318	766,588	766,464
1996 North & East County Regional Center Project	1,939,606	2,847,377	2,941,430
1996 Ohio Street Lease Purchase	171,744	160,172	172,745
1997 Central Jail	5,388,343	5,381,965	5,530,558
1998 Hall of Justice	5,354,998	5,487,397	5,495,798
1999 East Mesa Refunding	1,926,923	1,862,016	1,872,559



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Projects			
KK8044 ASTREA Pad Gillespie Field	3,870,000	—	—
KK1904 East Mesa Vehicle Impound Lot	150,000	—	—
KK1943 George Bailey Med. Exam Room	50,000	—	—
Total	\$ 28,994,523	\$ 25,644,125	\$ 26,323,847



County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215
Total	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1993 Master Refunding – Health Complex	\$ 2,558,109	\$ 2,559,018	2,558,604
2000 San Pasqual Academy	\$ 10,879,314	387,461	1,339,611
Total	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215



Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	\$ 185,000	\$ 195,000	\$ 195,000
Total	\$ 185,000	\$ 195,000	\$ 195,000

Budget by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Professional Services	\$ 185,000	\$ 195,000	195,000
Total	\$ 185,000	\$ 195,000	195,000



Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Projects	\$ 10,862,030	520,000	—
Total	\$ 10,862,030	520,000	—

Budget by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KL1600 Campo Library	\$ 50,000	120,000	—
KL9540 Bonita Library Construction	1,121,450	400,000	—
KL9544 Potrero Library Replacement	50,000	—	—
KL9542 Cardiff Library Construction	1,070,500	—	—
KL9022 Rancho San Diego Library	4,689,800	—	—
KL9023 Valley Center Library	3,880,280	—	—
Total	\$ 10,862,030	520,000	—



Outstanding Capital Projects By Group/ Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4933 VISTA DF DENTAL OP	KK9033	98/99	\$ 32,000	\$ 40
4791 VISTA JAIL CHAP RMDL	KK0791	99/00	42,000	118
4856 JULIAN SUBST LND ACQ	KA0686	99/00	291,000	228
4864 SD CRTHS RPR AIR	KK1031	95/96	776,730	302
4572 MARSH-PRISONER ENCIO	KK9505	98/99	115,000	498
4601 PRETRIAL DETENTION	KK0108	95/96	82,526,789	1,988
4691 TOPAZ BLDG-FRT LOBBY	KK0691	98/99	40,000	2,000
4578 SHRF SUPPLY UNIT-REL	KK9511	98/99	9,614	3,382
4570 SDMC EXTERIOR LTG	KK9503	98/99	6,000	6,000
4671 RCS RADIO SITE UPGR	KK5015	95/96	74,743,608	7,897
4799 LAW LIBRARY ETHERNET	KK8904	97/98	97,900	12,562
4573 JUV CRT LOCK RM DIV	KK9506	98/99	21,080	21,080
4574 JUV PROB CTR KEY ACC	KK9508	98/99	24,000	23,235
4943 GRGE BAILY MED EX RM	KK1943	00/01	50,000	23,725
4798 CAMP BARRET SEC LTNG	KK8903	97/98	106,800	40,235
4913 RANCHO DEL CAMPO WW	KK9013	98/99	80,000	43,994
4740 EAST MESA RETROFIT	KK7015	96/97	300,000	46,056
4796 DESCANSO DORM 9	KK8901	97/98	66,500	46,151
4708 NO CO EXPANSION	KK0708	98/99	55,097	55,097
4571 ECMC ELECTRONIC DOOR	KK9504	98/99	60,000	60,000
4690 SBRC RELOC MOD FAC	KK0690	98/99	182,076	60,109
4634 ADULT SUPV OFC OHIO	KK6115	95/96	820,000	62,119
4698 JV HALL CLINIC MOD	KK0698	98/99	64,960	64,960
4911 JV HALL MECH RETROFT	KK9011	98/99	1,723,261	70,767
4820 EMESA PRIV DET FAC	KK8020	97/98	3,933,000	96,967
4579 SHRF FALLBROOK SUBST	KK9512	98/99	2,641,800	109,959
4576 SHRF CRIME LAB SECTY	KK9509	98/99	142,000	139,935
4904 EAST MESA VEH IMP LT	KK1904	99/00	150,000	144,603
4831 NC JUV JUSTICE HALL	KK8031	97/98	912,000	165,938
4935 CAMPO SEWER SYSTEM	KK9035	98/99	180,000	178,300
4672 RCS COMM CNTR	KK5016	95/96	10,105,461	180,729



Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4718 DWNTN SD LAW LIB RMD	KK1718	00/01	294,578	202,705
4925 JF DUFFY ADMIN CTR	KK9025	98/99	3,935,272	457,361
4834 TRAFFIC COURT	KK8034	97/98	800,000	578,411
4830 DOWNTOWN CRT HOUSE	KK8030	97/98	1,320,000	595,599
4917 DESCANSO DET FACILTY	KK9017	98/99	1,125,000	610,166
4685 LCDF IMPROVEMENTS	KK0685	98/99	640,000	633,600
4686 JULIAN SUBSTATION RP	KK0686	98/99	959,000	834,581
4651 DWNTWN CRTHS REMDL	KK4901	95/96	2,158,514	1,002,607
4548 DWNTOWN CRTHSE ACQ	KA8030	99/00	1,180,000	1,088,000
4687 PINE VALLEY SUBST RP	KK0687	98/99	1,200,000	1,183,163
4647 FIREARMS TRAINING	KK6116	95/96	4,062,933	1,409,593
4832 LAS COLINAS WOM D F	KK8032	97/98	1,600,000	1,457,120
4758 VALLEY CNTR SHF STA	KK9545	98/99	1,667,000	1,471,346
4717 E MESA JUV FAC AC RD	KK1717	00/01	2,704,693	2,391,447
4854 SHERIFF ASTREA PRJ	KK8044	97/98	4,156,552	3,862,709
4715 NCRC CRTHSE/ANX RMOD	KK1715	00/01	5,307,500	4,712,490
4781 E MESA JV DET FACLTY	KK0781	98/99	52,952,000	47,859,376
Public Safety Total			\$ 266,361,719	\$ 72,019,244



Health & Human Services Agency

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4771 ESCONDIDO DIST RSTRM	KK0771	98/99	\$ 50,000	\$ 1,764
4697 HEALTH COMPLEX CF RM	KK0697	98/99	23,104	3,181
4688 EDGEMOOR INSTALL A/C	KK0688	98/99	9,415	6,015
4833 POLINSKY CARD SECRTY	KK8023	97/98	120,000	9,099
4776 NCOASTAL REG RSTRM	KK0776	98/99	100,000	12,402
4903 HEALTH SEC TEMP ASKE	KK9550	98/99	58,000	13,122
EDGEMOOR HOSPITAL RECON	KK0866	00/01	25,000	25,000
4909 ENV HLTH-FIRE ALM HW	KK9555	98/99	45,750	45,750
4772 NORTHEAST DIST RSTRM	KK0772	98/99	50,000	46,202
4746 ESCONDIDO ADDL SPACE	KK0746	99/00	57,472	57,472
4699 SE HLTH CTR FIRE UPG	KK0699	98/99	60,000	60,000
4707 OCEANSIDE OFC EXPNSN	KK0707	98/99	100,000	100,000
4689 TOPAZ BLDG-NEW TRUNK	KK0689	98/99	165,000	121,598
4789 BRDNG SCH-SN PASQUAL	KK0789	99/00	13,071,146	5,019,711
Health & Human Services Total			\$ 13,934,887	\$ 5,521,315



Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4555 LINDO LK PAVILN RECN	KN1884	99/00	\$ 130,000	\$ 2
4553 BORREGO SP LOC PK AQ	KA0553	99/00	105,500	12
4569 PAUMA SCH DIST JPA	KN3033	95/96	115,850	422
4706 LINDO LAKE PKNG LOT	KN7024	96/97	210,000	620
4920 TJRV/EFFIE MAE FARM	KN9020	98/99	26,629	1,135
4860 COLLIER PK SCOUT HUT	KN8040	97/98	42,308	1,735
4733 OLD IRONSIDE PARK	KN7012	96/97	474,000	3,745
4934 LINDO LKAE NE PK LOT	KN9034	98/99	253,000	3,810
4696 FALLBROOK COMM RSTR	KN1313	95/96	911,257	4,032
4823 SAN ELIJO L VISITORS	KN5023	95/96	160,280	4,301
4818 RIDING & HIKING TRL	KN8018	97/98	69,157	5,604
4921 VLCN MT REST/ERSN	KN9021	98/99	17,000	5,669
4716 LKESDE COMM CTR IMPV	KN1716	00/01	100,000	8,568
4836 HERITAGE PK PKNG LOT	KN2104	95/96	288,400	12,550
4619 HERITAGE PK BANDSTND	KN6019	95/96	15,000	14,700
4908 WILDERNESS GDN WELL	KN9554	98/99	15,000	14,730
4878 WH HEISE PK TRAIL IM	KN0878	99/00	16,544	15,260
4910 OLD IRONSIDE WALKWAY	KN1910	99/00	40,000	16,108
4536 SPG VLY TRANSIT CTR	KA0071	98/99	50,000	16,688
4747 SWEETWATER GRADE PH4	KN0747	99/00	795,000	16,791
4855 SAN DIEGO PK RESTRM	KN0855	99/00	157,000	17,636
4714 RIOS CYN BALLFLD/PLY	KN1714	00/01	150,000	22,178
4877 VLCN MTN PSERV TRAIL	KN0877	99/00	23,210	23,210
4537 SWEETWATER SUMIT ACQ	KA2217	98/99	29,800	25,252
4674 COMM SVCS DIST JPA	KN5018	95/96	540,350	25,681
4790 GUAJOME RESTOR	KN7915	95/96	1,715,300	25,711
4787 COTTONWOOD III PARK	KN0787	99/00	193,605	28,350
4813 JESS MARTIN PARK	KN8013	97/98	70,150	30,000
4936 LOUIS STELZER PAVIL	KN9036	98/99	50,000	37,430
4754 LAMAR PARK DEVELOP	KN0754	99/00	491,015	48,772
4886 JULIAN MEM PK IMPRV	KN1886	99/00	50,000	49,500
4851 CARDIFF LIB LAND ACQ	KA9542	99/00	989,000	50,658
4868 COLLIER PK WLK WLK/P	KN0868	99/00	134,000	54,703



Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4916 RAINBOW PARK PHASE I	KN9016	98/99	158,000	54,989
4870 PINE VLY BSKT/TENNIS	KN0870	99/00	70,828	55,123
4880 SPRING VLY TEEN CTR	KK0880	99/00	130,000	63,766
4563 FALLBRK COMM CTR PLY	KN1533	99/00	70,000	65,000
4873 TJ RVR VLY SPORTS PK	KN0873	99/00	148,950	72,020
4931 SWTWTR-MORRISON POND	KN9031	98/99	114,250	81,864
4817 GUAJOME ADOBE IMPV	KN8017	97/98	221,381	87,792
4885 SV COMM CTR PLY IMPR	KN1885	99/00	100,000	90,000
4783 JULIAN SKATEBOARD PK	KN0783	98/99	125,000	119,062
4871 SO BAY BIO AREA ENHC	KN0871	99/00	150,000	140,000
4786 LINCOLN ACRES PARK	KN0786	99/00	157,180	141,715
4792 VLY CTR LIB LAND ACQ	KA9023	99/00	245,000	175,258
4815 GUAJOME SPORTFIELD	KN8015	97/98	265,000	193,900
4549 VLCN MTPRSER VI ACQ	KA0549	99/00	744,081	196,087
4551 ESCONDIDO CREEK ACQ	KA0551	99/00	2,260,000	208,412
4884 LAKESIDE TEEN CENTER	KN0884	99/00	225,000	220,700
4561 JUL JESS MAR COM CTR	KN1561	99/00	230,000	222,005
4587 SPRING VLLY TRAN CTR	KH0071	95/96	1,092,486	246,236
4867 AGUA CALIENTE PK RST	KN0867	99/00	308,720	258,178
4872 SWTWR LAKEVIEW	KN3106	95/96	2,471,283	280,112
4550 OTY VLY REG PK II AQ	KA0550	99/00	420,645	334,133
4932 COLLIER PK FAC DSGN	KN9032	98/99	490,000	342,293
4865 SPRING VLY GYM	KK0865	99/00	742,500	468,360
4741 OTAY LAKE PARK RESTO	KN7022	96/97	2,033,574	598,022
4788 FAM FRIENDLY RESTRM	KN0788	99/00	1,907,665	742,607
4556 OCNSDE TRST CT PARKG	KH1556	00/01	1,261,000	1,260,000
4545 MULT SPECIES CON PRG	KA9500	98/99	8,725,250	2,100,699
4546 TJ RIVER VALLEY ACQ	KA9730	98/99	13,059,339	4,704,272
4540 WASTESITE LAND ACQ	KA8950	98/99	8,238,400	6,422,999
Land Use & Environment Total			\$ 54,593,886	\$ 20,531,165



Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4821 COC ANX/DAY CARE ADA	KK8021	97/98	\$ 204,000	\$ 2,409
4869 UNGROUND STORAGE TNK	KK6100	95/96	2,887,750	29,311
4757 PROTRERO LIBRARY-REP	KL9544	98/99	501,000	65,037
4806 NC INLAND ANIM SHLTR	KK8026	97/98	200,000	191,279
4756 ENCINITAS LIBR-CONST	KL9543	98/99	250,000	250,000
4539 CAC TROLLEY LAND	KA8764	98/99	1,270,000	289,586
4922 RANCHO SD LIBRARY	KL9022	98/99	5,154,800	607,856
4778 CARDIFF LIBRARY	KL9542	98/99	1,494,500	1,188,565
4753 BONITA LIBR-CONSTR	KL9540	98/99	1,817,450	1,782,301
4882 SPRING VLY LIBRARY	KL7020	99/00	2,985,217	2,533,190
4750 NO.CO.KENNEL/CATTERY	KK8430	97/98	3,057,690	2,886,060
4923 VALLEY CTR LIBRARY	KL9023	98/99	4,421,280	3,903,555
Community Services Total			\$ 24,243,687	\$ 13,729,150

Finance & General Government Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4665 CAC CLK MARR FUNC	KK5011	95/96	\$ 226,770	\$ 1
4682 CAC RAMP ACCESS WEST	KK0682	98/99	20,654	20,654
4681 BS CHAMBER MODIFY	KK0681	98/99	84,336	84,336
4723 ASSRS PUB INFO CTR	KK6109	95/96	1,417,000	92,477
4801 CAC RENOVATION	KK8025	97/98	6,105,990	218,374
4711 EL CAJ ARCC BLDG IMP	KK1710	00/01	356,000	355,250
4883 SO BAY REG CTR ARCC	KK0883	99/00	2,136,000	1,480,776
Finance & General Government Total			\$ 10,346,750	\$ 2,251,868

Grand Total

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
			\$ 369,480,930	\$ 114,052,742

Finance-Other

Finance-Other

Finance-Other Summary



Description

This group of programs includes miscellaneous funds and programs that are predominately Countywide in nature, have no staffing associated with them, or exist for proper accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's cash borrowing program. In Fiscal Year 2001–2002, the estimate reflects total borrowing needs of \$150 million for Tax and Revenue Anticipation Notes (TRANS) at an interest rate of approximately 3.25%. The estimated cost of the TRANS borrowing is \$5.0 million. Additionally, these appropriations include approximately \$2.2 million for an estimated \$50 million Teeter Borrowing Program, for a total cost of \$7.3 million.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. The amount of funding from General Revenues proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected in the Proposed Operational Plan. Applications for funding are submitted to the Board of Supervisors, with approval of projects given through the budget adoption process.

Community Projects

Community Projects funds are appropriated to fund community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The amount of funding from fund balance proposed by the CAO for Community Projects is consistent with amounts available for this program in prior years. Previously, funds were appropriated to Community Projects as they were allocated to specific community organizations. In Fiscal Year 2001–2002, full funding is included in the Proposed Operational Plan. Future funding will be contingent on the availability of fund balance. Requests for funding are made to the Board of Supervisors.

Contributions to the County Library System

These General Fund appropriations are provided based on Board of Supervisors' policy to augment the County Library Fund.

Contingency Reserve—General Fund

A Contingency Reserve appropriation of \$11.0 million is proposed for Fiscal Years 2001–2002 and 2002–2003. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year. Examples of potential needs include emergency repairs, projects, or costs for Countywide appropriation and revenue shortfalls.



Contributions to Capital Outlay

These appropriations represent the General Fund cost for the Capital Program. See the Capital Program section for a listing of projects and related funding sources.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds.
- Reserve for periods of recession and economic slowdown.
- Contribution to the Information Technology (IT) Internal Service Fund to support the transformation services component of the IT outsourcing contract.
- Countywide General Reserve enhancement.
- Establishment of a fund balance designation for future replacement of the Property Tax System.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994–1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its uninsured employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates for Workers' Compensation are based 70% on the last five years' actual loss experience and 30% based on California Insurance Rating Bureau (CIRB) rates. A reserve requirement for Workers' Compensation was established by an actuarial study and will be funded over a ten-year period as part of the rate structure. As of Fiscal Year 2000–2001, the County

has funded \$24.0 million of an estimated \$47.5 million liability. In Fiscal Year 2001–2002 the County plans to fund an additional \$4 million and will continue to do so until the total liability is funded.

Unemployment rates are determined based on historical costs and apportioned based on departmental staff hours.

The medical and dental reserve requirements rates are determined by Aetna Life and Health Plans and Standard Insurance Company of Oregon, respectively, which act as paying agents for the County. The Medical and Dental reserves are held as required of a self-insured program.

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–2001, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–2002, funding for LAFCo will be shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994–1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its uninsured public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery,



and general liability.

The cost of insurance 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.

A reserve requirement was established through an actuarial study and was to be funded over a ten-year period. During Fiscal Year 2000–2001, however, a new actuarial study was done and concluded that the targeted reserve amount could be reduced from \$24.5 million to \$18.1 million. With the reserve amount currently at \$15.5 million, the \$4 million contribution

to the reserve included in the Fiscal Year 2001–2002 Operational Plan will bring the reserve to a prudent \$19.5 million.

Pension Obligation Bonds

The County is obligated to make annual payments to the Retirement Association for County employees and to fund accrued actuarial liabilities. On February 15, 1994 the County issued \$430.4 million of taxable bonds to satisfy this obligation. As of June 2001 bonds in the amount of \$317.3 million were outstanding. These appropriations support bond principal and interest payments as well as administrative expenses.

Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Cash Borrowing Program	\$ 13,830,000	\$ 12,581,220	\$ 7,625,000	\$ 7,625,000
Community Enhancement	3,330,000	3,321,819	3,330,000	\$ 3,330,000
Community Projects & Services	761,781	5,301,131	\$ 9,870,000	—
Contributions to County Library	2,800,000	2,840,000	\$ 2,400,000	\$ 2,400,000
Contingency Reserve—General Fund	11,000,000	—	11,000,000	\$ 11,000,000
Contributions to Capital Outlay Fund	76,743,784	82,493,833	\$ 79,680,352	\$ 59,788,420
Countywide General Expense	23,377,000	17,434,317	\$ 34,599,216	\$ 30,708,399
Employee Benefits ISF	22,288,005	43,771,211	\$ 25,702,723	\$ 25,986,400
Local Agency Formation Comm.	478,325	478,325	\$ 202,346	\$ 202,346
Public Liability Insurance ISF	12,395,882	11,821,674	\$ 13,004,129	\$ 13,004,129
Pension Obligation Bonds	51,209,883	51,198,433	\$ 53,757,981	\$ 56,452,504
Total	\$ 218,214,660	\$ 235,241,963	\$ 241,171,747	\$ 210,497,198

Appendix

Appendix

Appropriations by Fund

Glossary



Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
General Fund	\$ 2,305,539,649	\$ 2,148,119,677	\$ 2,515,757,524	\$ 2,456,148,645
Air Pollution Control District	14,167,180	17,013,903	17,580,000	17,499,750
County Proprietary Enterprise Funds	43,232,005	23,573,109	54,192,396	44,507,019
County Proprietary Internal Service Funds	321,605,908	317,894,597	371,424,723	334,016,058
County Service Areas	10,258,677	8,733,186	11,389,655	11,617,791
Miscellaneous Local Agencies	5,223,022	2,390,640	3,903,236	3,414,122
Miscellaneous Special Districts	9,040,399	5,186,754	10,898,269	8,715,407
Permanent Road Divisions	298,276	190,432	293,022	293,022
Sanitation Districts	18,008,503	13,599,090	28,345,074	19,904,819
Special Revenue Funds	308,244,734	285,746,839	753,721,693	803,016,772
Total - All County Funds	\$ 3,035,618,353	\$ 2,822,448,227	\$ 3,767,505,592	\$ 3,699,133,405



County Funds by Group

Public Safety Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Group General Fund	\$ 707,705,116	\$ 696,188,195	\$ 767,349,184	774,392,027
Proposition 172 Special Revenue Fund	—	—	181,563,768	187,320,398
Asset Forfeiture Funds	967,228	766,712	858,566	805,000
Inmate Welfare Funds	7,056,300	4,524,533	7,219,900	7,230,400
Institutional Internal Service Funds	2,505,800	2,184,458	2,246,300	2,246,300
800 MHZ Project-CSA #135	1,598,278	1,362,198	1,873,023	1,873,023
Subtotal	\$ 719,832,722	\$ 705,026,096	\$ 961,110,741	\$ 973,867,148

Health and Human Services Agency

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Health and Human Services Agency General Fund	\$ 1,207,134,204	\$ 1,115,195,612	\$ 1,340,568,942	\$ 1,315,422,552
Realignment Special Revenue Funds	—	—	263,466,200	279,968,500
Institutional Internal Service Funds	1,000	—	—	—
Ambulance Districts	3,658,332	4,175,092	3,910,942	3,910,942
Subtotal	\$ 1,210,793,536	\$ 1,119,370,704	\$ 1,607,946,084	\$ 1,599,301,994

Land Use & Environment Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use & Environment Group General Fund	\$ 93,202,822	\$ 64,391,215	\$ 84,716,999	\$ 83,306,466
Alpine Sanitation District	1,655,827	780,843	2,685,982	1,511,497
Aviation Funds	4,085,198	554,272	4,618,209	423,500
Detention Basin District	48,533	15,841	31,838	31,838
Environment Control Dist.	14,167,180	17,013,903	17,580,000	17,499,750
Facilities Planning District	96,794	38,025	96,794	96,794
Fire Protection Districts	656,383	558,310	611,826	560,909
Flood Control District	4,931,600	2,597,480	5,786,542	4,831,679



Land Use & Environment Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Grazing / Fish & Game	39,500	64,662	69,500	39,500
Inactive Waste Site Program	13,266,254	12,008,675	12,264,035	29,291,290
Julian Sanitation District	212,609	248,256	618,959	474,236
Lakeside Sanitation District	5,016,797	4,754,185	7,402,071	4,857,541
Landscape Maintenance Districts	343,656	230,784	371,164	371,164
Parkland Dedication Funds	4,041,817	1,131,496	7,474,682	6,247,747
Parks & Recreation Districts	2,004,287	1,315,508	2,546,255	2,875,568
Pine Valley Sanitation District	76,603	71,408	96,557	93,915
PRD 1001 Capra Way	45,006	23,318	36,519	36,519
PRD 1002 Sunny Acres	22,994	15,092	5,922	5,922
PRD 1003 Alamo Way	36,084	23,810	10,768	10,768
PRD 1004 Butterfly Lane	33,744	20,663	9,474	9,474
PRD 1005 Eden Valley Lane	118,103	96,154	29,295	29,295
PRD 1006 North View Lane	7,000	6,136	—	—
PRD 1007 Tumble Creek	35,345	5,260	47,205	47,205
PRD 1008 Canter Road	—	—	118,625	118,625
PRD 1009 Golf Drive	—	—	35,214	35,214
Public Works Roads	84,998,014	80,679,634	97,109,650	122,587,679
Public Works Enterprise Funds	43,232,005	23,573,109	54,192,396	44,507,019
Public Works Equipment ISF	15,370,543	10,674,182	12,978,604	10,410,234
Road Maintenance Districts	1,849,574	1,037,326	1,944,633	1,894,373
Sewer Construction District	2,840	101	3,180	3,180
Sewer Maintenance District	2,244,799	1,338,831	3,181,827	1,953,828
Spring Valley Sanitation District	11,046,667	7,744,397	17,541,505	12,967,630
Street Lighting Districts	1,864,000	1,250,442	1,929,900	1,929,900
Subtotal	\$ 304,752,578	\$ 232,263,318	\$ 336,146,130	349,060,259



Community Services Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Group General Fund	\$ 29,268,526	\$ 30,537,788	\$ 34,224,195	\$ 32,846,971
County Library Funds	20,652,608	18,863,084	24,965,808	24,781,519
Facilities Management Internal Svc. Fund	66,149,536	70,627,357	85,664,413	82,634,404
Fleet Services Internal Service Fund	35,133,178	26,725,676	36,449,601	36,538,548
Housing Funds	30,046,781	7,595,110	25,149,449	22,491,430
Purchasing Internal Service Fund	46,476,907	32,369,555	47,418,094	47,760,512
Redevelopment Agencies	5,196,022	2,364,390	3,876,236	3,387,872
Reprographics Internal Service Fund	10,228,632	9,882,630	11,434,707	11,225,780
Subtotal	\$ 243,152,190	\$ 198,965,590	\$ 269,182,404	\$ 261,667,036

Finance and General Government Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Finance and General Government Group General Fund	\$ 135,908,091	\$ 117,356,222	\$ 140,191,290	\$ 135,126,464
Cable TV Program	1,841,761	1,723,846	2,381,090	2,048,003
IT Internal Service Fund	111,056,425	105,837,853	136,526,251	104,209,751
Subtotal	\$ 248,806,277	\$ 224,917,921	\$ 279,098,631	\$ 241,384,218

Capital

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Outlay Program	\$ 90,039,390	\$ 106,636,383	\$ 72,822,855	\$ 63,329,302
Subtotal	\$ 90,039,390	\$ 106,636,383	\$ 72,822,855	\$ 63,329,302

Finance Other

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Finance-Other General Fund	\$ 132,320,890	\$ 124,450,645	\$ 148,706,914	\$ 115,054,165
Retirement Unfunded Liability	51,209,883	51,198,433	53,757,981	56,452,504
Risk Management Programs	34,683,887	59,592,886	38,706,852	38,990,529
Subtotal	\$ 218,214,660	\$ 235,241,964	\$ 241,171,747	\$ 210,497,198



Glossary of Budget Terms



ABC – Activity-Based Costing.

Account – A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

Accounting Standards – The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

Accrual Basis Of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Activity – A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC) – Costs based on activities rather than accounting data. Purpose of current effort is to establish baseline of today's activities.

ADA – Americans with Disabilities Act. This law requires modification of public buildings to ensure access for people with disabilities.

Adopted Budget – An annual spending plan that is adopted by the Board of Supervisors pursuant to Government Code that balances revenues and expenditures.

AFDC – Aid to Families with Dependent Children. A federal public assistance program that was replaced by Temporary Assistance to Needy Families (TANF).

Agency/Groups – The basic organizational structure of the County. General Managers of Agency/Groups report directly to the Chief Administrative Officer.

APCD – Air Pollution Control District. A department within the Land Use and Environment Group.

APIP – Agricultural Parcel Inspection Program.

Appropriation – Legal authorization to make expenditures or enter into obligations for specific purposes.

Assessed Property Value – The value of property for the purpose of levying property taxes.

Assessed Valuation – A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

Balanced Scorecard (BSC) – Performance Management system based on linked financial and non-financial measurements in the areas of employees, process, financial, and customer.

Balanced Operational Plan – An Operational Plan budget in which current revenues equal current expenditures. The legal requirements for a balanced annual budget are required by the State of California per Section 29000 et. al. of the Government Code.

BIT – Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Bond – A promise to repay borrowed money on a particular date, often ten or twenty years in the future; most bonds also involve a promise to pay a specified dollar amount of interest at predetermined intervals. Bonds are a mechanism used to obtain long-term financing.

Bond Covenant – A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

BPR – Business Process Reengineering

BSC – Balanced Scorecard.



Business Process Reengineering (BPR) – Approach for transforming the County’s management processes into a customer-oriented, quality focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One of the goals is to generate budgetary savings to permit reinvestment in higher priority needs & services.

BuyNet – An on-line internet system that documents solicitation requirements of the procurement of goods and services for the County.

CAC – County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR – Comprehensive Annual Financial Report.

CalWORKs – California Work Opportunities and Responsibilities to Kids Program. A Federal Public Assistance Program which aids individuals in finding permanent employment and getting off of Public Assistance.

CAO – Chief Administrative Officer of the County of San Diego.

Capital Assets – Property the County owns. Capital items cost \$5,000 or more and are intended to last a long time—e.g., buildings, land, roads, bridges, and water treatment plants. Also known as fixed assets.

Capital Budget – A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget: balances revenues and expenditures; specifies the sources of revenues; lists each project or acquisition.

Capital Improvements Plan (CIP) – A list of capital projects for a five-year period developed by the Community Services Group (Department of General Services).

Capital Outlay Fund (COF) – This fund includes lease purchases, land acquisitions, and capital projects that are not included in the County Health Complex, County Library Projects, or Criminal Justice Facilities funds.

Capital Projects Funds – Governmental funds established to account for resources used for the acquisition of large capital improvements other than those accounted for in proprietary funds. Examples include the Capital Outlay Fund and the Redevelopment Agency Funds.

Cash Basis Of Accounting – A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made. Since payments for goods and services can be delayed to the next fiscal year, cash on hand can result in an inaccurate picture of the financial condition of a fund. To be in conformance with generally accepted accounting principles, local governments must use the accrual basis, rather than the cash basis of accounting. See also “Accrual Basis Of Accounting.”

Cash Flow – The net cash balance at any given point. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly and quarterly basis.

CBPR/PMR – Contract Business Plan Review. Review of contract/program prior to initiation.

CDBG – Community Development Block Grant. A Federal grant administered by the County of San Diego to be used for improvements within a community that has been designated a “blight” area.

CFO – Chief Financial Officer of the County of San Diego.

CHDP – Child Health Disability Prevention. A Federal program that performs preventative health screenings for children in low income families.



CIP – Capital Improvements Plan

CLERB – Citizens' Law Enforcement Review Board. A department within the Public Safety Group.

COF – Capital Outlay Fund.

COLA – Cost Of Living Adjustment.

Comprehensive Annual Financial Report (CAFR) – The audited report of annual financial data for the County of San Diego. This report is prepared by the Auditor and Controller. It is usually referred to by its abbreviation, and summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; an operating statement that compares revenues with expenditures.

Contingency Reserve – A reserve of Fund Balance that is set aside to meet unforeseen circumstances; this protects the County from having to issue short-term debt to cover such needs.

Continuous Processes Improvement (CPI) – The application of tools designed to achieve incremental, continuous improvement in process cycle-times and added-value contributions, with emphasis on the elimination of waste and bureaucratic elements—the over-riding objective being to streamline processes in the pursuance of continuous customer satisfaction.

CSC – Civil Service Commission. A department in the Finance and General Government Group.

CTN – County Television Network – the County's television station broadcasting Board meetings and programs of community interest.

CWS – Child Welfare Services. California's program for providing Child Protective Services.

DA – District Attorney. An elected official in the Public Safety Group.

DDSL – Discretionary Programs/Discretionary Service Level

Debt Service – Annual principal and interest payments that the local government owes on money that it has borrowed.

Debt Service Funds – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DIBBS – Do It Better By Suggestion. The County's incentive plan for employees to suggest ways to operate that will increase productivity and efficiency.

Direct Expenses – Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments or operating units.

Discretionary Programs/Discretionary Service Level (DDSL) – These programs are voluntary, without service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL) – These are programs which the County voluntarily operates; however, service levels are specified by law, usually as a condition of funding.

DMSL – Discretionary Programs/Mandated Service Level

DPW – Department of Public Works; A department in the Planning and Land Use Group.

Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT) – A comprehensive package of benefits available to Medicaid eligible children up to age 21.

EFNEP – Expanded Food and Nutrition Education Program.



Encumbrance – Budget authority that is set aside when a purchase order or contract is approved. The encumbrance assures suppliers that sufficient funds will be available once the order is filled. Encumbrances are also known as obligations.

Enterprise Fund – A separate fund used to account for services supported primarily by service charges; examples include the Airport; Liquid Waste; Transit; and Sanitation District Funds.

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 to receive the benefit.

EPA – Environmental Protection Agency.

EPSDT – Early and Periodic Screening, Diagnosis and Treatment Program.

Equipment Replacement Reserves – Reserves designated for the purchase of new vehicles or operating equipment as existing equipment becomes obsolete or unusable.

ERP – Enterprise Resource Planning.

Estimated Revenue – The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure – An appropriation used for goods and services ordered and received whether paid or unpaid, including provisions for debt retirement (if not reported as a liability of the fund from which retired) and capital outlays.

Fiduciary Funds – Funds that account for resources that governments hold in trust for individuals or other governments.

Fiscal Year (FY) – The fiscal year is the period during which obligations are incurred, encumbrances are made, appropriations are expended, and revenues received. The County's fiscal year is July 1 through June 30.

FTE – Full-Time Equivalent

Full-Time Equivalent (FTE)/Staff Year – The number of hours per year that a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent or one staff year.

Fund – A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.

Fund Balance – The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board

General Fund – The major fund in most governmental units, the general fund accounts for all activities not accounted for in other funds. Most functions—such as public safety or health and human services are accounted for in the General Fund.

General Management System (GMS) – A performance-based financial plan that includes goals and objectives tied to operational incentive plans. A key goal of the GMS is the integration of a five-year Strategic Plan and a two-year Operational Plan.

General Purpose Revenues – Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, and fund balance. General



Purpose Revenues may be used for any purpose which is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. Their usage is controlled by the Board of Supervisors.

General Revenue Allocation – The operational distribution of General Purpose Revenues to various County departments and programs through the Agency/Groups and subject to Board approval.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards used by state and local governments for financial recording and reporting which have been established by the accounting profession through the Governmental Accounting Standards Board (GASB).

Geographical Information System (GIS) – provides electronic geographic data and maps for County and City departments and other users.

GIS – Geographical Information System

GMS – General Management System

Governmental Accounting Standards Board (GASB) – The body that sets accounting standards specifically for governmental entities at the state and local levels.

Grant – A payment of money from one governmental unit to another or from a governmental unit to a not-for-profit agency. Grants are often earmarked for a specific purpose or program.

HCD – Housing and Community Development. A department in the Community Services Group.

HHSA – Health and Human Services Agency.

Housing and Urban Development, Department of (HUD) – A Federal department that administers grants

that address the needs of housing for low income families.

HRMS – Human Resource Management System.

ICR – Intelligent Character Recognition Technology.

IAR – Information, Assessment and Referral

Information, Assessment and Referral (IAR) – A technology-enabled intake and referral process designed to improve client access to services and operationalizing the “no wrong door” customer service goals of the Health and Human Services Agency.

Indirect Expenses – Those elements of cost necessary in the production of an article or the performance of a service but not an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.

Internal Service Funds (ISF) – One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g., General Services – Facilities Services ISF) will budget for such services.

ISF – Internal Service Funds

IT – Information Technology.

JPA – Joint Powers Authority.

Kids Health Assurance Network (KHAN) – A Health and Human Services Agency administered, community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage.

Line-Item Budget – A budget format prescribed by the State Controller. The County’s line-item budget shows activities grouped by an organizational unit such as a department. The term line-item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure



(e.g., Salary & Benefit, Services & Supplies, fixed assets, etc.).

LPS – Lanterman-Petris-Short Conservatorship.

LUEG – Land Use and Environment Group.

Managed Competition – County departments compete with private sector to deliver services. Re-direct overhead expense to front-line 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, often without compensation from the higher level of government.

Mandated Programs/Discretionary Service Level (MDSL) – This is a category for programs that are required by law, but the level of service is optional. An example of a program in this category is the General Relief Program. The Board sets the aid payment rate and has total freedom of choice in deciding how this program is administered. Some programs have discretionary service levels because the minimum service level requirement is not expressly stated in the mandate.

Mandated Programs/Mandated Service Level (MMSL) – This is a category for programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; this service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed; and the aid payment schedule and County participation rate is set by the State.

MDSL – Mandated Programs/Discretionary Service Level.

Mission – The business, general assignment of the organization. What we are striving to do over a continuous period of time.

MMSL – Mandated Programs/Mandated Service Level.

MSCP – Multiple Species Conservation Plan.

Objects (Line Items) – A sub classification of expenditures based on type of goods or services including– Salary & Benefit, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR – Optical Character Recognition.

Operational Incentive Plan (OIP) – Executive pay-for-performance, substantially revised 12/99 to be a goal-setting plan aligned with CAO/BOS annual goals. Incorporated into QFP FY2000.

Operational Plan Amendment – A revision of the Adopted Operational Plan. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget amendments occur frequently throughout the fiscal year, as spending priorities shift.

Operational Plan Calendar – A timetable showing when particular tasks are completed during the financial planning cycle.

Operational Plan Document – The County's Operational Plan Document is a two-year financial plan. It is prepared for use by the Board of Supervisors to facilitate the decision making process.

Organizational Development (OD) – Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity. Change to total system.

Parkland Dedication Ordinance (PLDO) – A mechanism for funding local parks.

Performance Management (PM) – System that utilizes key performance indicators in the BSC format.

Performance Measures – Indicators used in the Operational Plan to show, for example: the amount of work accomplished; the efficiency with which tasks



were completed; and the effectiveness of a program which is often expressed as the extent to which objectives were accomplished.

PLDO – Parkland Dedication Ordinance.

PM – Performance Management.

PMR – Project Management Review.

Position – A position is an approved job for a person or persons working full-time or part-time. A position is usually listed in terms of its classification.

Program Revenues – Revenues generated by programs and/or dedicated to offset the program's costs.

Public Hearings – Open Board of Supervisors meeting regarding the CAO's Proposed Operational Plan that provides citizens an opportunity to voice their views on the merits of the County's Agency/Group proposals.

Real Property Transfer Tax (RPPT) – A tax assessed on property when ownership is transferred.

Regional Justice Information System (REJIS) – A San Diego Regional shared computer database.

REJIS – Regional Justice Information System.

Request for Bid (RFB) – A formal procurement document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

Request for Proposal (RFP) – An official request for proposals to be submitted to the County to perform specified services.

Reserves For Unforeseen Contingencies – Funding for nonrecurring, unanticipated expenditures; the fund protects the local government from having to issue short-term debt to cover such needs.

RFB – Request for Bid.

RFP – Request for Proposal.

RoV – Registrar of Voters. A department in the Community Services Group.

RPPT – Real Property Transfer Tax.

SanDAG – San Diego Association of Governments.

San Diego Association of Governments (SANDAG) – A regional association of elected representatives from the County, cities, and special districts who develop policies relating to growth and development in the County.

San Diego Geographic Information System (SanGIS) – focusing on ensuring that geographic data is maintained and accessible to County and City departments as well as the public.

SanGIS – San Diego Geographic Information System.

SBI – Screening and Brief Intervention.

SDCERA – San Diego County Employees Retirement Association.

Service Level Agreements (SLA) – An agreement between one of the Department of General Services Internal Service Funds and a customer department that specifies the types and level of services to be provided by General Services staff and/or contractors.

SLA – Service Level Agreements.

SPAN-FM – an integrated suite of solutions to automate infrastructure management encompassing Property (Land and Buildings), Leasing, Space Occupancy, and Facility Maintenance and Operations.

SPEC – Strategic Planning Executive Committee.

Special Revenue Fund – A fund used to account for revenues legally earmarked for a particular purpose (e.g., County's Road Fund).

SPST – Strategic Planning Support Team.



Staff Year/FTE – In concept, one person working full-time for one year. In the County, Salary and Benefit costs are based on the number of staff-years of various classifications required to provide a certain level of service. A normal fiscal year is equal to 2088 staff hours, although occasionally there are years with full time equivalent hours of 2080 or 2096.

Strategic – Dealing with creation of overall plans and sets of tactics to determine how best to achieve general goal of an entity. Usually refers to multi-entity planning, a time horizon greater than 2 years, and cost of more than \$1 million.

Strategic Enablers – Key tools and concepts that are critical to achieve Strategic Initiatives.

Strategic Initiatives – Major Projects that move the County and partners toward achievement of some part of a particular goal. Generally, they involve multiple entities and exceed \$1M in cost.

Strategic Intent – High level objectives, purposes, aims that direct actions....guide Strategic Initiatives.

Strategic Planning Executive Committee (SPEC) – Executive group consisting of County GMs and other County staff responsible for validating the County's Vision, Mission and Intent; identifying the initiatives; championing business operations' Strategic direction. SPEC includes CAO, ACAO, DCAOs & other GMs.

Strategic Planning Support Team (SPST) – Manages the planning process; facilitates and enables program review, development, implementation and measurement; supports operational program managements. SPST includes administrative and program staff from the 5 groups/agencies.

Tactics – The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF – Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANS) – Notes sold by the County of San Diego that stabilize cash flow during the year.

Teeter Borrowing Program -- Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF) – The principal Federal Welfare program; formerly Aid to Families with Dependent Children.

TOT – Transient Occupancy Tax.

Total Appropriations and Total Revenues – The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANS – Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT) – A tax of 9% of the rental receipts charged for temporary lodging in a hotel or other similar facility.

Trust Fund – A fund established by the County to receive money on behalf of individuals or other governments; the County has little or no discretion over these monies. Examples include Employees' Pension Fund and Property Tax Allocation Funds.

USDA – United States Department of Agriculture.

USD RIP – Upper San Diego River Improvement Project.

Vehicle License Fee (VLF) – Annual registration fee imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.



Vision – The image of what we might be and want to be at some point in the future. A picture of future desired outcomes.