

County of San Diego



Operational Plan Fiscal Years 2002-2003 & 2003-2004



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

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Message from the Chief Administrative Officer

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Organizational Chart

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Excellence in Governing

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Board of Supervisors

Ron Roberts
District 4
Chair



Greg Cox
District 1
Vice Chair



Pam Slater District 3



Dianne Jacob District 2



Bill Horn District 5



Message from the Chief Administrative Officer



Improving the County's ability to respond to terrorist attacks, building new libraries, and strengthening the health care safety net are among the top priorities of the County of San Diego's spending plan for the next two years.

We are confident we can achieve our goals. However, the task is more challenging because of the State's economic problems, which could lead to drastic revenue cuts for local governments.

The Board of Supervisors laid out its vision in the County's Strategic Plan. The Operational Plan takes those broad outlines and translates them into specific actions, in the areas of Fiscal Stability, Crime Prevention, Environment, Technology, Self Sufficiency, Health and Wellness, Human Resource Modernization, Regional Leadership, and Workplace Improvement.

As we plan for the next two years, we will closely monitor the State's budget deliberations, to learn whether shortfalls in Sacramento will lead to reduced revenues for cities and counties. I am confident that if our funding is cut, the County of San Diego will be among the best prepared in the State to ride out the financial downturn while still providing vital services to citizens.

My view of the County's fiscal strength is backed by the results of a national study conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University with *Governing Magazine*. The study of the nation's 40 largest counties ranked San Diego County in the top four, including grades of A- in financial management and capital management. We were proud to receive top marks in this prestigious study, and will continue to strive for excellence.

Long-term labor contracts with nearly all of our employees are another reason we are well-prepared to deal with economic uncertainty. These five-year agreements—reached in 2001—allow us to forecast our labor costs for the coming years with great precision and ensure our employees are properly compensated for the excellent work they do.

Over the next two fiscal years, we will move forward on many programs and projects that will help us achieve our overall objective, improving the quality of life for our region's residents.

To that end, a strong commitment to public safety is needed. The County's newly created Regional Security Commission will allocate resources to protect our County from terrorist attacks, including the threat of bioterrorism.

We'll also stick to our construction schedule and budget for the new Juvenile Hall on East Mesa, which is expected to open in November 2003.



Health Care is another key initiative in our Strategic Plan. Over the next year, we will assess the Countywide trauma system to make sure it is effectively handling the most serious medical emergencies. We're also working on an online application system for Medi-Cal and Healthy Families, which will improve access to health care coverage. In the coming year, we hope to finalize construction and financing plans for a new, state-of-the-art Edgemoor Hospital in Santee.

We're also moving forward with the transformation of the parking lots at the historic County Administration Center into a beautiful waterfront park. We will finish building new libraries in Valley Center, Spring Valley, and Cardiff, and apply for Prop. 14 funds to build libraries in Alpine and Fallbrook. Plans also are in the works to construct a new North County animal shelter, to replace the current dilapidated facility in Carlsbad. (Our new Central Animal Shelter, a joint project with the city of San Diego, opened in May.)

Finally, the County of San Diego will exercise regional leadership by obtaining State and Federal funding for terrorism preparedness, and working cooperatively with other local governments and agencies to deal with such issues as transportation and land-use.

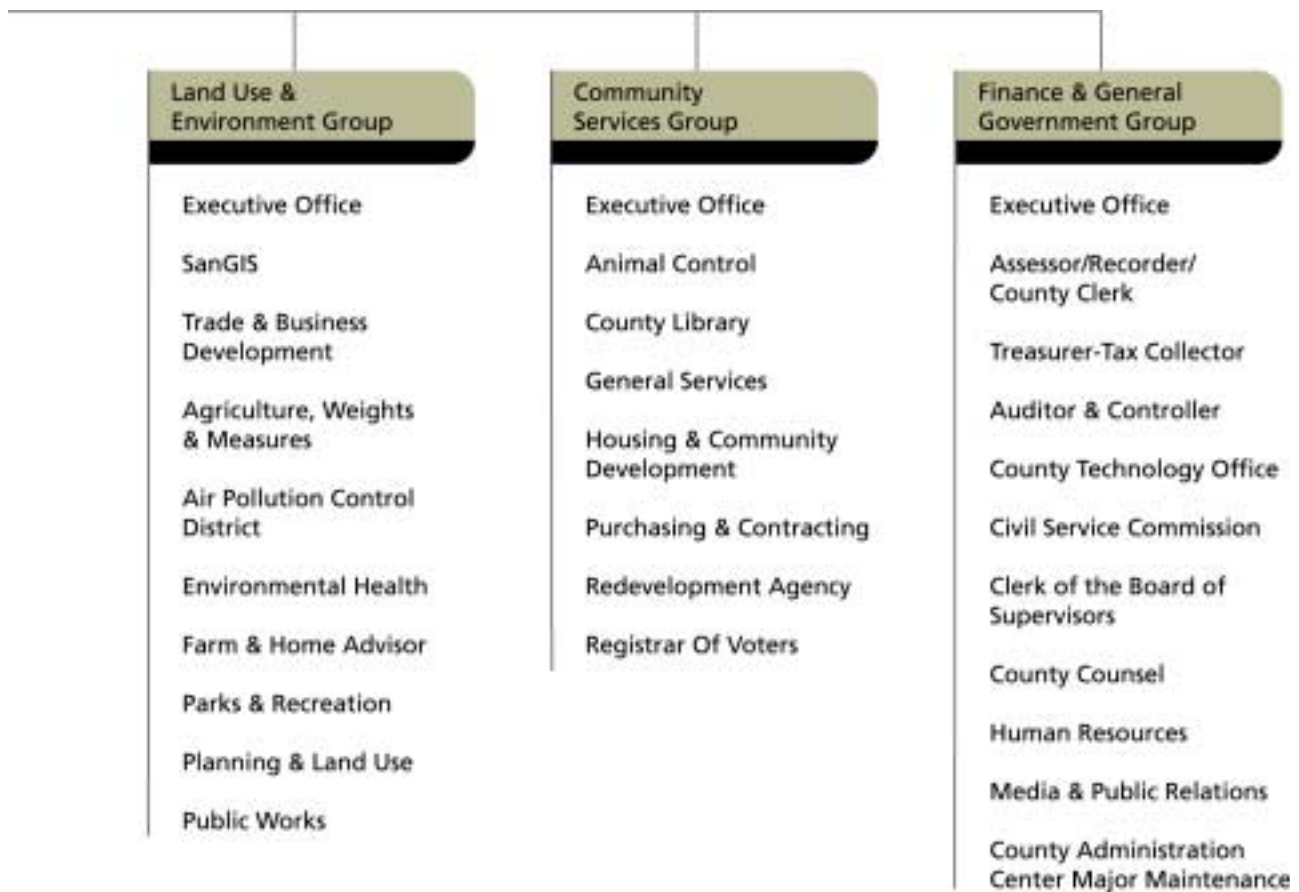
We are fortunate to have an excellent quality of life in San Diego County. With focus and determination, we can make it even better. That's what our 2002-2004 Operational Plan is all about.

A handwritten signature in cursive script that reads "Walter Ekard".

Walter F. Ekard, Chief Administrative Officer

Organizational Chart





Excellence in Governing

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.

Vision:

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

San Diego County Rated Among Best In Government Service

San Diego County ranked among the top four counties in the nation—and number one in California—in a study of government performance conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in conjunction with Governing Magazine.

Financial Management	A-
Capital Management	A-
Human Resources	B-
Information Technology	B+
Managing for Results	A-
OVERALL	B+

The study of the 40 largest counties in the United States looked at financial management, capital management, human resources, managing for results, and information technology. San Diego County's combined B+ in those five categories was higher than any other large California county and was exceeded by only two counties in the nation.

No county in the nation topped San Diego County's A-grades in financial management, capital management, and managing for results. San Diego ranked second in the State with a B+ grade for information technology, and tied for second in the State with a B- for human resources.

The study, published in the February 2002 edition of Governing Magazine, is available on the project's Web site: www.governing.com/gpp/gp2sand. The study's authors note that—like the rest of the State—San Diego County was hit hard by the revenue cuts of Proposition 13 and the recession of the early 1990s: "But [San Diego County] has used those problems as a spur to managerial creativity. . . . [T]he board of supervisors acts like a board of directors; setting policy

and standards—based on a strategic plan—and focusing on the outcomes of the county's actions. . . . San Diego's efforts have given it a managerial stability beyond those of most other California counties."

The study noted that the County is a national leader in the use of cost-accounting, and that its Geographic Information System is among the best anywhere.

Recognitions of Excellence

Other recent recognitions of excellence received by San Diego County include:

- **2002 Grand Watchdog Award** from the San Diego County Taxpayers Association for Securitization of Tobacco Revenues.
- **2002 Watchdog Award** from the San Diego County Taxpayers Association for the Utility Savings Program.
- **Best of Category/Fiscal Management 2002** NACo Achievement Award for Securitization of Tobacco Revenues.
- **Best of Category/Personnel, Training, Benefits 2002** NACo Achievement Award for Career Ladder from Clerical Support to Environmental Health Professional.
- **2002 NACo Achievement Awards** for:
 - Energy Management in County Facilities.
 - Stormwater Cleanup Efforts.
 - Child Assessment Network-North.
 - Customer Service Center.
 - Homeless Court Program.
 - Border Project to Reduce Teen and Binge Drinking.
 - Domestic Violence Response Team.
 - Multiple Species Conservation Program.
 - Spay/Neuter Incentive Program (SNIP).
 - Beach Water Quality Information Sharing System.
 - Public Agencies Can Compete Successfully (Revenue & Recovery).
 - Dependency Court Recovery Project.



- **2001 Project of the Year** for transportation projects from \$2 to \$10 million awarded by the American Public Works Association, San Diego and Imperial Counties Chapter, for the Camino Del Rey Bridge over San Luis Rey River.
- **Transportation Innovation Award** awarded by the Women's Transportation Seminar (WTS), San Diego Chapter, for the Juror Transit Pass Program.
- **National Pollution Prevention Week 2001 Awards** from the California Environmental Protection Agency for:
 - Exemplary work and continued efforts in promoting pollution prevention throughout the year.
 - The Pollution Prevention Program.
- **Mark of Excellence, Bronze Award** for a Special Purpose Publication from the Public Relations Society of America for the Air Pollution Control District 2001 Calendar.
- **2001 Governor's Environmental and Economic Leadership Award—Certificate of Recognition** for Project Clean Water.
- **U.S. Environmental Protection Agency Region IX Achievement Award** shared with the Surfriders Foundation and EARTH 911 for Beach Water Quality Information Sharing.
- **2001 California State Association of Counties (CSAC) Challenge Award—Honorable Mentions** for:
 - Red Imported Fire Ant (RIFA) Public Outreach Campaign.
 - Clerical Career Ladder from Clerical Support to Environmental Health Professionals program.
- **Job Creation Investment Fund Certificate of Recognition** awarded by the California Technical Trade and Commerce Agency for the Job Creation through Collaboration program.
- **Public Agency Partnership Award** from the Engineering and General Contractors Association.
- **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association of the United States and Canada for the Comprehensive Annual Financial Report.
- **National Nursery Extension Award** from the American Nurserymen and Landscapers Association.
- **Award of Excellence** from Cuyamaca College Botanical Society.
- **2001 Golden Watchdog Award** from the San Diego Taxpayers Association for the Deferred Maintenance Elimination Program.
- **2002 Preservation Design Award** presented by the California Preservation Foundation (CPF) for the County Administration Center Master Plan.
- **Achievement of Excellence in Procurement** awarded by the National Purchasing Institute.
- **Certification of Recognition** from Southwest Little League for hard work and dedication to the development of the Tijuana River Valley Sports Complex.
- **2001 CSAC Merit Award** for the reengineering of Workers' Compensation Claims Administration.
- **San Diego Workforce Partnership Award** for efforts toward the success, growth, and career education of students participating in the Public Safety Group's Internship Program.
- **Diversity Employment Magazine** featured the County's diversity efforts in its September 2001 edition.

Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2002 through June 30, 2004). Pursuant to Government Code §29000 et al., however, the Board of Supervisors may formally adopt only the first year of the Operational Plan as what is known as the annual Line-Item Budget. The Board approves the second year of the plan in principle for planning purposes. This Operational Plan document includes a list of major accomplishments achieved during the past year, discusses planned expenditures over the next two years, 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 General Management System 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 complete the loop by rewarding those meeting 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 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

To accomplish these intents, the current Strategic Plan includes nine major, interrelated initiatives. The safety and well being of our residents and environment is addressed in the Crime Prevention, Environment, Self Sufficiency, and Health and Wellness initiatives. To accomplish these core, customer-focused 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 our 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 General Management System 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 General Management System.

Monitoring and Control

An executive-level monitoring and control process provides on-going formal evaluation of the Operational Plan. This includes a formal review each month between the General Managers and their Group Department Heads, and quarterly between the General Managers and the Chief Administrative Officer. The monitoring and control process

utilizes a structured written format supplemented by personal meetings between the Group and Department teams.

Operational Plan Documents

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

CAO Proposed Operational Plan—is a comprehensive overview of the Chief Administrative Officer’s (CAO) proposed plan for the County’s operations for the next two fiscal years, including:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County’s short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

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

- A schedule of revisions.
- A summary of Agency/Group adjustments.
- Highlights of significant changes to the Proposed Operational Plan.



Referrals To Budget—are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year until the 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 for discussion with affected departments during Budget Deliberations.

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

Referrals From Budget—are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The 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 the information is provided.

Post Adoption Documents

Operational Plan—is a comprehensive overview of the Board of Supervisors' adopted and approved plan for the County's operations for the next two fiscal years. The Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board during Budget Deliberations. Like the CAO Proposed Operational Plan, the Operational Plan includes:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.

- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

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

- **Board Of Supervisors 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.

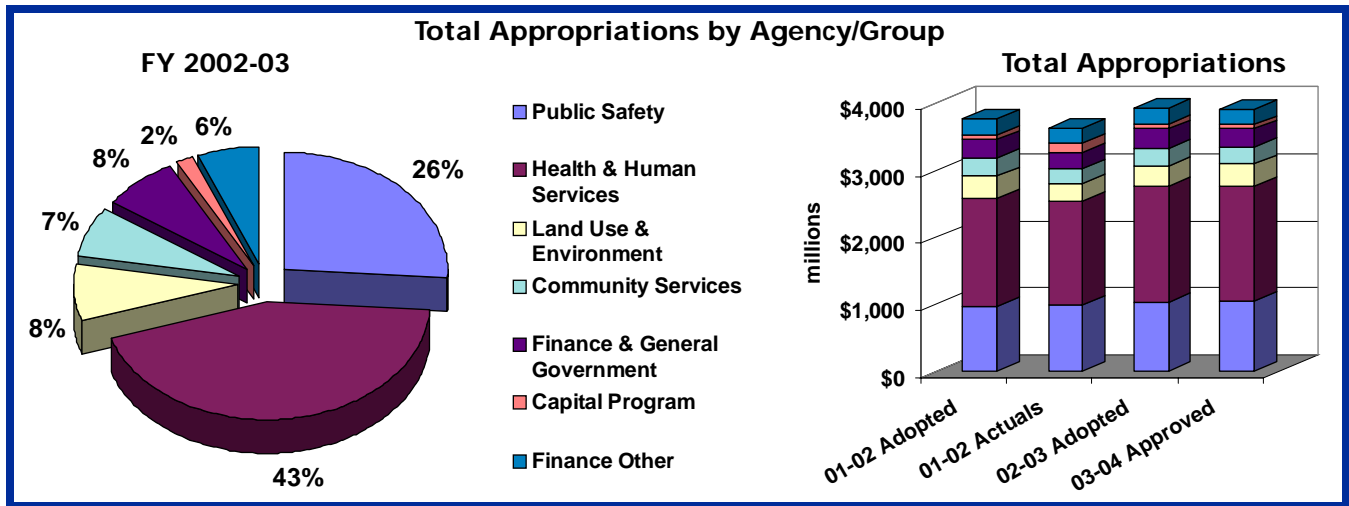
Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

- **Quarterly Status Reports**—Quarterly, each Agency/Group may recommend appropriation transfers, management reserve, and/or Contingency Reserve usage through the CAO to address unanticipated needs.

All Funds: Total Appropriations

Total Appropriations by Agency/Group

Total appropriations in the Operational Plan are \$3.92 billion for Fiscal Year 2002-03 and \$3.91 billion for Fiscal Year 2003-04. This is an increase of \$156.8 million (4.2%) in Fiscal Year 2002-03 over the Fiscal Year 2001-02 Adopted Budget. Looking at the Operational Plan by functional area, however, shows that expenditures increased in Public Safety, Health and Human Services, and Finance and General Government while they decreased in Community Services, Land Use and Environment, Capital, and Finance Other. Health and Human Services at \$1.73 billion continues to be the largest share of the budget (43%), followed by Public Safety at \$1.02 billion (26%). The pie chart below shows each functional area's share of the Fiscal Year 2002-03 Operational Plan, while the bar chart and table compare the Fiscal Years 2002-03 adopted and 2003-04 approved appropriation amounts to the Fiscal Year 2001-02 adopted and actual levels.



Total Appropriations by Agency/Group (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety	\$ 961.1	\$ 976.6	\$ 1,021.7	\$ 1,042.8
Health & Human Services	1,607.9	1,551.5	1,730.0	1,720.0
Land Use & Environment	336.1	266.7	303.1	324.8
Community Services	269.2	226.0	265.7	252.6
Finance & General Government	279.1	245.2	296.0	274.0
Capital Program	72.8	132.7	68.5	61.8
Finance Other	241.2	221.0	239.3	231.2
Total	\$ 3,767.5	\$ 3,619.7	\$ 3,924.3	\$ 3,907.2



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 several 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 strategic initiatives which seek to advance past efforts and provide a road map for service delivery over the next several years (see “Strategic Plan” on page 10). The presentation for each Agency/Group and Department/program includes reports of current accomplishments and objectives for the next two years that are linked to one or more of the nine initiatives. This gives a clear picture of where the County is and where we are headed.

The discussion below describes by Agency/Group some of the Fiscal Year 2002-03 highlights and the more significant changes from the Fiscal Year 2001-02 Adopted Budget.

Public Safety Group—a net increase of 6.3% or \$60.6 million due to negotiated salary and benefit increases, staffing adjustments in Child Support Services to ensure continuation of the highest level of customer service, staffing adjustments in Probation related to establishment of two juvenile drop off centers and the expansion of the Community Resource Officer Program; staffing adjustments in the Sheriff’s department to support contract cities, augment patrol levels in the unincorporated area, and provide security at local high schools; and staffing adjustments for the District Attorney to support the High Technology Theft Apprehension and Prosecution Program, the Workers Compensation Insurance Fraud Program, the Drug Endangered Children Program, the Victim Restitution Enforcement Program and the Justice Data Integration Project. Key objectives include:

- Improve the County's terrorism preparedness in collaboration with the newly created Regional Security Commission.

- Develop the Justice Data Integration (JDI) project to maximize data sharing throughout the justice system.
- In conjunction with the Health and Human Services Agency, ensure the continued success of the Proposition 36 drug treatment initiative.
- Continue the implementation of new case management systems to increase efficiency and effectiveness of the Probation Department, District Attorney, and Alternate Public Defender.

Health and Human Services Agency—a net increase of 7.6% or \$122.0 million due to negotiated salary and benefit increases; staffing adjustments related to the Prop 10 commission; increased cost for Adult Mental Health institutional services; Children’s Mental Health Services expansion in the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program; continued implementation of the IHSS Public Authority; increases for IHSS Individual Provider Services for hourly rate increases, benefits, and program caseload growth; adjustments based on caseload increases for Foster Care and Aid to Adoptive Children; increases for contracts to address bioterrorism and improvements to the lab in Public Health Services; increases for Proposition 36 funded contracts in Drug and Alcohol Services; decreases associated with declining caseloads in CalWORKs aid payments; reductions to Welfare to Work contracted services and reductions based on one-time use in Fiscal Year 2001-02 of CalWORKs Incentive Funds. Key Objectives Include:

- 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.
- Recalculate the “60-month” Temporary Assistance to Needy Families (TANF) clock pursuant to new State instructions thereby ensuring continuation of assistance for working families for the maximum available period.
- Unify or reunify with a permanent family 90% of children in the Child Protective Services system.



- Continue implementing activities for the IHSS Public Authority.
- Launch initiatives that focus directly on child health issues such as asthma and childhood obesity. The Agency will support the creation of the San Diego County Coalition on Children and Weight through a public-private partnership, and implement a Public Health education campaign that focuses on children's asthma, the leading serious chronic illness among San Diego County children.
- Continue to implement the Children's Mental Health Services Initiative and provide services for up to 200 Seriously Emotionally Disturbed children and adolescents at the current budget and level of funding.
- Continue to expand Children's Mental Health Services system capacity by 10%. Focus will continue on school based services, intensive case management, wraparound and specialized residential treatment.
- Lead the County in bioterrorism preparedness planning and education.
- Improve public health infrastructure including an assessment of the County's trauma system.
- Maintain treatment services of Proposition 36, Substance Abuse and Crime Prevention Act of 2000, in collaboration with the Public Safety Group, to 3,500 eligible County probationers and State parolees in lieu of placement in State prison or local custody and provide treatment services to an additional 1,500 probationers and State parolees for a total of 5,000.

Land Use and Environment Group—a net decrease of 9.8% or \$33.0 million due to a combination of the divestiture of transit services to the Metropolitan Transit Development Board (MTDB), changes in the procedure for budgeting for capital projects in Public Works, and a drop from Fiscal Year 2001-02 in one time projects in Planning and Land Use. Key objectives are:

- Implement the Jurisdictional Urban Runoff Management Plan.
- Continue habitat preservation efforts to protect endangered species.
- Continue development of an action plan for implementation of the regional Clean Water Strategic Plan.
- Ensure compliance with emission control programs.
- Work toward completion of General Plan 2020 including a transportation circulation element and amendments to the Zoning Ordinance.
- Establish working relationships with all 17 Tribal Governments in the County.

Community Services Group—a net decrease of 1.3% or \$3.5 million due to a decrease in the amount budgeted for gas and electricity, a decrease in the amount necessary in the Purchasing and Contracting Internal Service Fund for blanket purchase orders, an increase in multi-year projects in Housing and Community Development, and a one-time allocation of funds for a new voting system. Key objectives are:

- Complete construction of the Valley Center, Spring Valley, and Cardiff libraries.
- Develop a strategy and plan to move from the current punch card voting system to a new certified system by 2004.
- Further energy conservation measures in County facilities.
- Continue implementation of a structured major maintenance program to prevent future backlogs.
- Expand public access to libraries.
- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
- Finalize plans for rebuilding the North County Animal Shelter.



- Increase by 25% the number of eligible families provided rental assistance.

Finance and General Government Group—a net increase of 6.1% or \$16.9 million of one-time money for internal transitional support and Business Process Reengineering associated with the Enterprise Resource Planning (ERP) project. Key objectives are:

- Continue with Business Process Reengineering (BPR) efforts to expand and fully utilize the County's new Human Resources/Financial Enterprise Resource Planning systems and pbViews Performance Management software.
- Continue the implementation of strategies to protect funding for core County programs essential for public health and safety.
- Maintain a structurally balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Implement ERP applications to enhance strategic planning efforts and promote well-informed decision making at all levels of County government.

- Implement a fully web-based employment application system.
- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.

Finance-Other Group—a net decrease of 0.8% or \$1.9 million due to a reduction in the requirements for the Public Liability fund, one-time funding in Fiscal Year 2001-02 for debt reduction, and a reduction in lease payments because of bond re-financings; these reductions are partially offset by increased requirements for pension obligation bond payments and Workers Compensation fund expenses. Key objectives are:

- Maintain a prudent contingency reserve.
- Contribute necessary funds to capital and Enterprise Resource Planning system debt service payments.
- Contribute necessary amounts to Workers Compensation and Public Liability Funds.
- Contribute funds to Library operations.
- Support tourism, economic development, and other diverse public purpose endeavors through the Community Enhancement and Community Projects programs.



Total Appropriations by Category of Expenditures

The table below shows the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2002–03 Budget is increasing overall by \$156.8 million from the Fiscal Year 2001-02 Adopted Budget.

Total Appropriations by Category
(in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,077.8	\$ 1,066.9	\$ 1,174.7	\$ 1,250.6
Services & Supplies	1,374.1	1,268.0	1,378.8	1,351.9
Other Charges	705.1	625.6	691.4	705.7
Fixed Assets	38.7	68.2	32.3	8.9
Fixed Assets Equipment	23.0	27.1	19.7	19.3
Expenditure Transfer & Reimbursements	(18.6)	(21.8)	(19.2)	(19.9)
Reserves	11.9	0.0	11.4	11.4
Reserve/Designation Increase	26.0	0.0	22.9	10.3
Operating Transfers Out	515.4	585.7	587.4	565.8
Management Reserves	14.2	0.0	24.9	3.3
Total	\$ 3,767.5	\$ 3,619.7	\$ 3,924.3	\$ 3,907.2

Changes include:

- Salaries and Benefits are increasing 9.0% in Fiscal Year 2002–03 due to negotiated or anticipated cost of living adjustments and an increase of 496 staff years (full time equivalents). The smaller increase in Fiscal Year 2003-04 is due to negotiated or anticipated cost of living adjustments and an additional 131 staff years. (See “Total Staffing” on page 19 for information on staffing changes by functional area.)
- Services and Supplies are increasing a net 0.3% due to several factors. Significant among them are:
 - Less appropriations are needed for utilities.
 - Decreased requirement in the Purchasing and Contracting ISF for appropriations for blanket purchase orders.
 - The County has divested its transit services to the MTDB.
- Decreases in one-time appropriations from what was included in the Fiscal Year 2001-02 Adopted Budget.
- Increases in contracted services in the Health and Human Services Agency.
- Additional multi-year projects in Housing and Community Development.
- Fixed Assets (Capital Projects) are decreasing 16.5%. The amount of money budgeted for new projects varies year-to-year.
- Other Charges are decreasing 2.0% in Fiscal Year 2002-03 largely due to decreases in CalWORKs aid payments with some offsetting increases in Foster Care and Aid to Adoptive Children programs.
- Operating Transfers Out are increasing 14.0% due to increased Realignment transfers out of the Special Revenue Funds, a new operating transfer out of the



All Funds: Total Appropriations

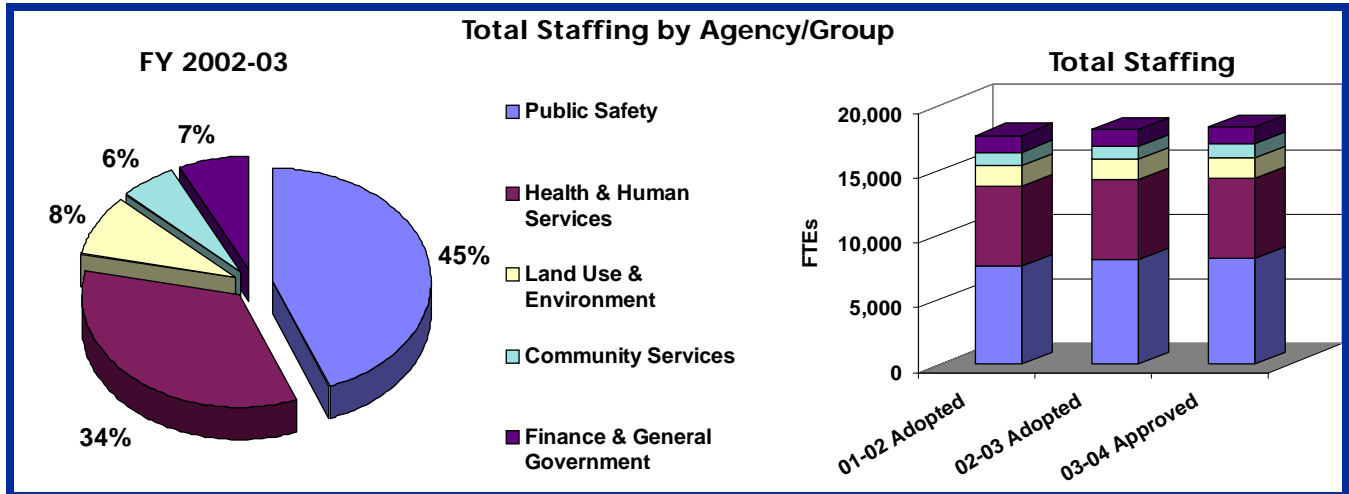
General Fund to the IHSS Public Authority, and increased transfers out of the Proposition 172—Public Safety Sales Tax revenue fund.

- Management Reserves are increasing by 75.4%. The level of Management Reserves can vary from year-to-year depending upon the use of these funds for one-time projects. These prudent reserves reflect out concerns relative to uncertainty surrounding the State finances and economy.

All Funds: Total Staffing

Total Staffing

As noted above, the staffing level for Fiscal Year 2002–03 is 496 greater than in the Adopted Fiscal Year 2001–02 budget.



Staffing—Full Time Equivalents

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety	7,553	8,018	8,144
Health & Human Services	6,232	6,237	6,237
Land Use & Environment	1,548	1,544	1,545
Community Services	1,059	1,080	1,080
Finance & General Government	1,293	1,302	1,306
Total	17,685	18,181	18,312

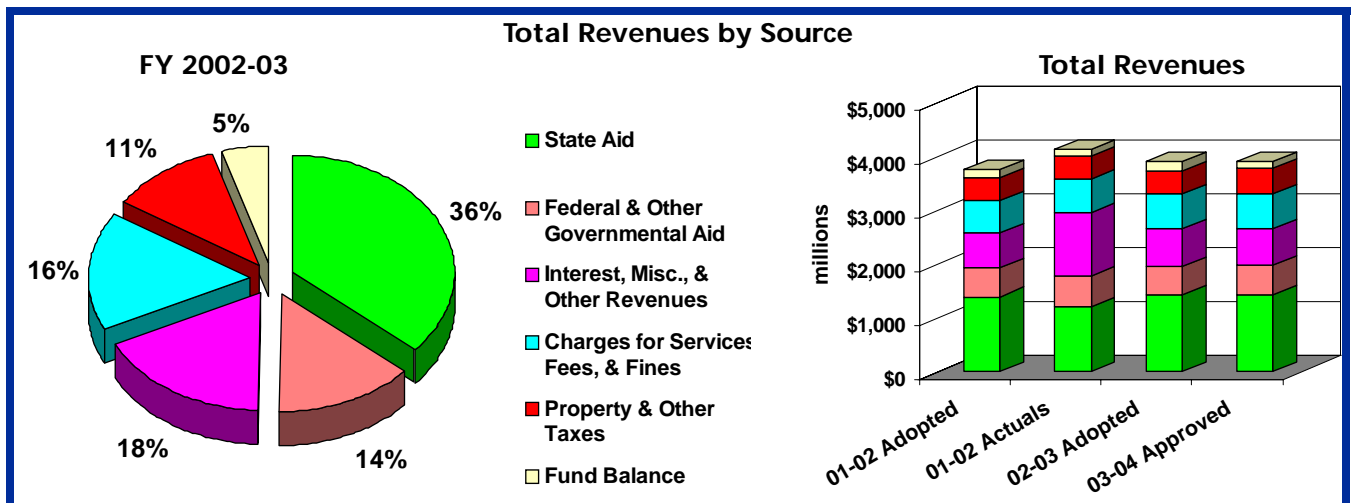
Public Safety increased 465 staff years. The major portion of the increase is related to the conversion of temporary staff to permanent in the Department of Child Support Services. All other functional areas show modest increases or decreases in response to customer service needs. An

additional 131 staff years are anticipated for Fiscal Year 2003-04. This increase is due primarily to the planned opening of the new juvenile hall in the fall of 2003. More detailed explanations are provided in the Agency/Group/Department sections beginning on page 39.

All Funds: Total Revenues

Total Revenues by Source

Total resources available to support County services for Fiscal Year 2002–03 are \$3.92 billion. This is an increase of 4.2% over the Fiscal Year 2001–02 Adopted Budget. State and Federal aid combined supply 50% of the revenues for the County’s budget. In contrast, locally generated taxes, including property tax, sales tax, and transient occupancy tax, account for only 11% of the revenues for the County’s budget. The following charts summarize the major sources of revenues that fund County operations. A more detailed listing of revenue sources and general purpose revenue allocations are discussed in the Agency/Group sections of this Operational Plan.



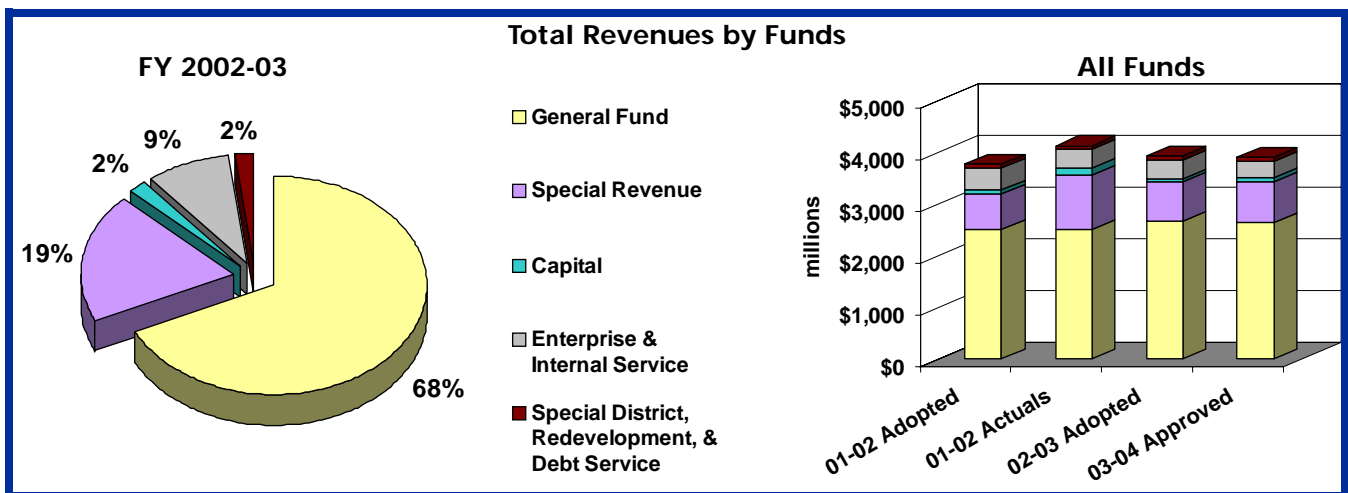
Total Revenues by Source (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
State Aid	\$ 1,396.9	\$ 1,205.8	\$ 1,426.0	\$ 1,427.3
Federal & Other Governmental Aid	531.6	589.0	544.0	561.2
Interest, Misc., & Other Revenues	660.8	1,159.8	694.6	685.8
Charges for Services, Fees, & Fines	610.5	630.4	639.5	652.2
Property & Other Taxes	411.1	423.4	433.0	475.5
Fund Balance	156.6	123.5	187.3	105.3
Total	\$ 3,767.5	\$ 4,132.0	\$ 3,924.3	\$ 3,907.2



Total Revenues by 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 purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also “Basis of Accounting” on page 35 and “Appropriations by Fund” on page 343.)



Total Revenues by Funds
(in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
General Fund	\$ 2,515.8	\$ 2,511.0	\$ 2,668.4	\$ 2,647.2
Special Revenue	680.9	1,047.4	757.5	792.3
Capital	72.8	132.7	68.5	61.8
Enterprise & Internal Service	425.6	368.6	356.1	340.3
Special District, Redevelopment, & Debt Service	72.4	72.4	73.9	65.7
Total	\$ 3,767.5	\$ 4,132.0	\$ 3,924.3	\$ 3,907.2

Governmental Fund Types

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

Special Revenue Funds—account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Examples include Road, Library, Realignment, and Proposition 172 revenue funds.



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

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

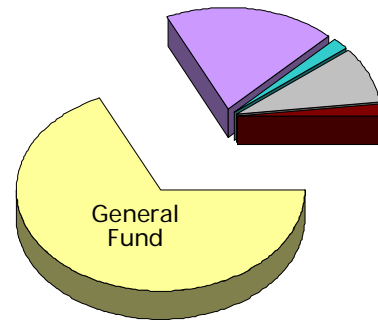
Proprietary Fund Types

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.

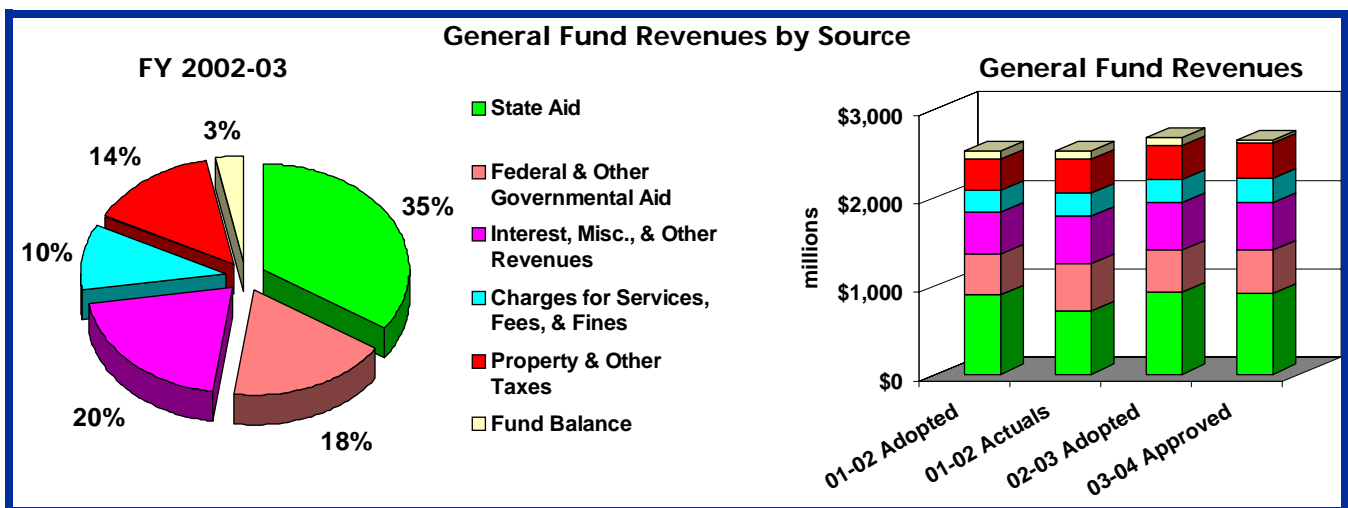
Internal Service Funds—account for the financing of goods or services provided by one department to other departments of the County, or to other governments, on a cost-reimbursement basis. Examples include the Facilities Management, Document Services, Fleet, Purchasing and Contracting, and Information Technology internal services 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 \$2.67 billion for Fiscal Year 2002-03, a 6.1% increase over Fiscal Year 2001-02. During the prior two fiscal years, County General Fund Revenues experienced a growth of 10.8% and 9.1%, respectively. This growth reflected the tremendously healthy local, State, and U.S. economies. However, during the last half of 2000 and through 2001 selected economic indicators (employment growth and personal income) signaled a significant slow down of the economy. As a result of the slower economy, Gross Domestic Product (GDP) growth was negative (-1.3%) in the third quarter of 2001, and is estimated to have grown slowly (0.2%) in the fourth quarter of 2001 and first quarter of 2002.



General Fund Revenues by Source (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
State Aid	\$ 888.6	\$ 714.0	\$ 920.8	\$ 914.9
Federal & Other Governmental Aid	461.2	539.0	476.3	492.2
Interest, Misc., & Other Revenues	478.4	534.1	538.6	534.7
Charges for Services, Fees, & Fines	241.1	263.1	265.5	269.4
Property & Other Taxes	355.0	369.2	383.7	399.9
Fund Balance	91.5	91.5	83.5	36.1
Total	\$ 2,515.8	\$ 2,511.0	\$ 2,668.4	\$ 2,647.2



For the planning period, the estimated growth in the general fund revenues is based on the strength of the local economy. The most significant factors affecting San Diego economic prosperity are the high cost and uncertain supply of energy, soaring housing costs, and the State budget picture. The potential impact of the State's efforts to deal with its budget deficit will challenge the management of County initiatives and priorities.

The consensus among economists is that the nation experienced a very mild recession and the economy is now in a slow recovery mode. However, personal income and employment factors indicate that California's economy fell further than the nation's during the same period. The technology bust hit California companies very hard in the last half of 2000 and in 2001, with the loss of wage and salary income concentrated in the San Francisco Bay Area.

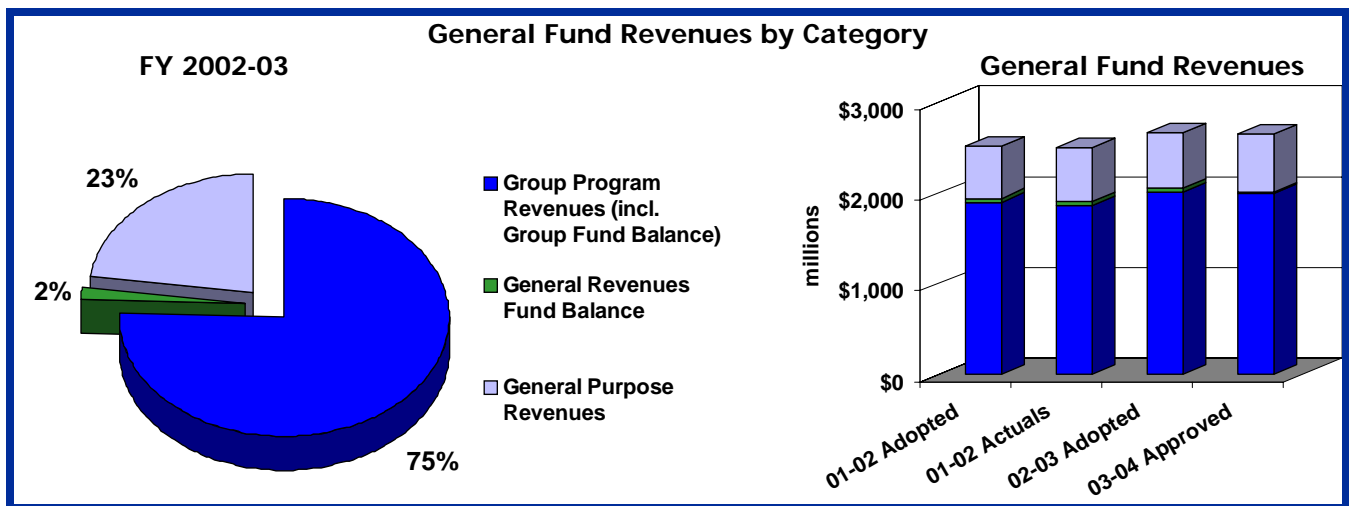
The California Department of Finance estimates that robust stock market performance contributed about 25% of the State's general fund revenues in the last Fiscal Year (2000-01). Thus, the economic slowdown is contributing to a Fiscal Year 2002-03 State budget deficit of \$23.6 billion that will be a source of drag on the State's economy and possibly local economies.

As mentioned above, the California recession/slow down was primarily concentrated in the Bay Area; central and southern California have been less impacted by the States's economic slow down. Specifically, San Diego appears to have fared very well, although all local economic indicators are growing at a slower rate. While San Diego's employment growth has slowed, it is still growing. Local sales tax transactions continue to do well and the real estate market continues to be strong due to high demand and favorable low financing costs.



General Fund Revenues by Category

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



General Fund Revenues by Category (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Group Program Revenues (incl. Group Fund Balance)	\$ 1,901.9	\$ 1,865.1	\$ 2,013.8	\$ 1,995.2
General Revenues Fund Balance	45.1	45.1	46.5	18.7
General Purpose Revenues	568.8	600.8	608.1	633.3
Total	\$ 2,515.8	\$ 2,511.0	\$ 2,668.4	\$ 2,647.2

Group Program Revenues and Group Fund Balance, making up 75% of General Fund Revenues in Fiscal Year 2002-03, are derived from State and Federal grants, charges and fees earned from specific programs, Proposition 172–Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Group Program Revenues, which are dedicated to and can be used only for specific programs, are expected to increase by 5.9% over the Fiscal Year 2001-02 Adopted Budget, about 60% of the growth rate in the two prior years (10% and 9.7%). State

and Federal revenues of \$1.35 billion in Fiscal Year 2002-03 comprise 67% of Group Program Revenues, principally funding the efforts and programs of the Health and Human Services Agency, which receives approximately 76% of this revenue category.

Significant Program Revenues in this category include:

- **Tobacco Settlement Revenues** (\$42.9 million in Fiscal Year 2002-03) by Board policy are dedicated to health-based programs. These revenues are the result of the



historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major tobacco companies. The agreement provided over \$206 billion in Tobacco Settlement Payments over the next 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To ensure the future receipt of the Tobacco Settlement Payments, some counties and states have opted to securitize these payments. Securitization is the process where the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in exchange for its Tobacco Settlement Payments.

- **Realignment Revenues** (\$263.9 million in Fiscal Year 2002-03), received from the State, support health, mental health, and social services programs of the Health and Human Services Agency. Growth in this category is driven by the State economy, specifically sales tax and vehicle license fees (VLF). Due to the strong State economy during the prior two years, significant growth of approximately 8.5% was experienced in Fiscal Years 1999-00 and 2000-01. For the current year these revenues are projected to remain flat due to the severe weakness of taxable sales (3.5% less than last year), the weakest since 1991. The automotive sector, however, continues to do well which results in growth in vehicle license fees (estimated 5.0% growth from last year), and is expected to partially make up for the sales tax

reduction. For Fiscal Year 2002-03 a 4.8% growth in Realignment Revenues is expected from the Fiscal Year 2001-02 Adopted Budget.

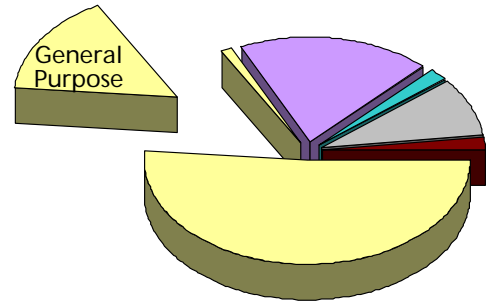
- **Proposition 172–Public Safety Sales Tax Revenues** (\$200.5 million in Fiscal Year 2002-03) support programs and services of the Public Safety Group. During Fiscal Years 1999-00 and 2000-01 these revenues grew at a healthy rate of 16.1% and 8.4% respectively reflecting the strong State and local economies. The current year revenues are estimated to remain flat or decrease up to 2.5% due to the severe State economic condition reflected in reduced Statewide sales tax and income tax revenues. As a result, out of the \$200.5 million planned for the coming year only \$181.5 million is estimated revenue for Fiscal Year 2002-03, only a 3.5% increase from Fiscal Year 2001-02 estimated actual. The remaining amount represents funding from prior years' unspent revenues.

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 Purpose Revenues, which make up 23% of General Fund Revenues, are discussed in the following section.

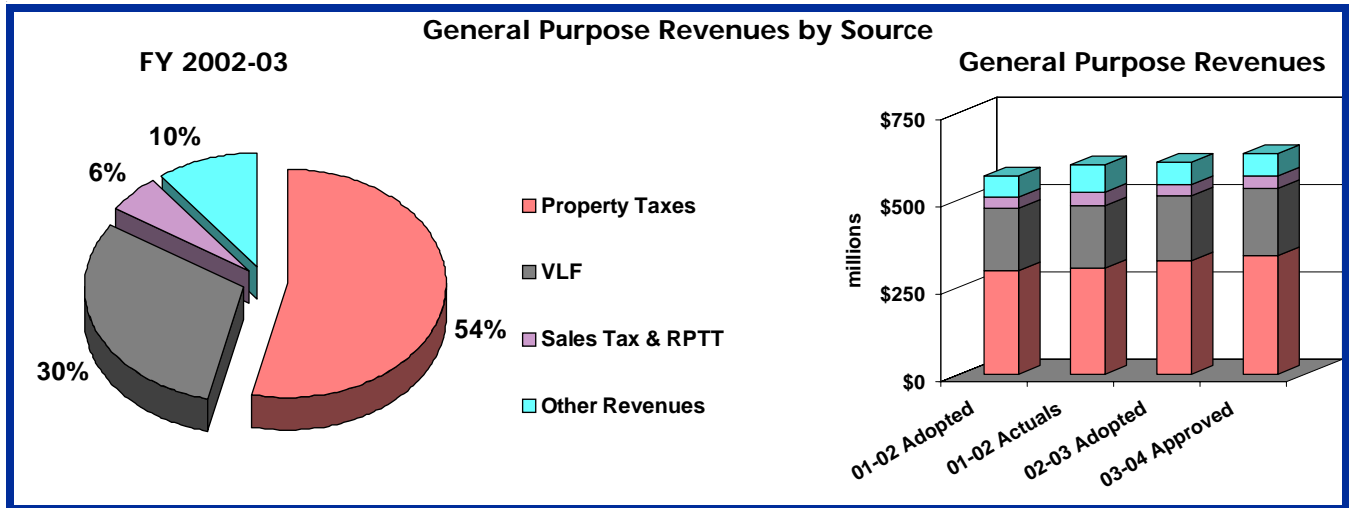
General Revenues Fund Balance, 2% of General Fund Revenues, is the result of careful management of resources Countywide in past years. General Revenues Fund Balance of \$46.5 million is projected to be used for one-time expenses in County operations in Fiscal Year 2002-03.

General Purpose Revenues



General Purpose Revenues by Source

General Purpose Revenues, which make up 23% of General Fund Revenues, are derived from property taxes, sales taxes, vehicle license fees (VLF), real property transfer tax (RPTT), 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. San Diego's economy outperformed both State and national growth in recent years; this has been reflected in the County's General Purpose Revenues with 9.2% and 10.8% increases for Fiscal Years 1999-00 and 2000-01 respectively. These were the direct result of strong local employment, rising income levels, and population growth, which were reflected in the County's property values, and real estate and retail sales. The current year's growth, based on estimated actual, is expected to be between 6.5% and 7%. For this planning period, a comparable overall growth of 6.9% is estimated.



General Purpose Revenues by Source (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Property Taxes	\$ 299.1	\$ 304.4	\$ 326.6	\$ 341.8
VLF	177.1	181.1	184.7	193.1
Sales Tax & RPTT	33.5	38.3	34.7	35.8
Other Revenues	59.0	77.0	62.0	62.7
Total	\$ 568.8	\$ 600.8	\$ 608.1	\$ 633.3

Property Tax Revenues, current secured and unsecured, are the most significant (54%) source of General Purpose Revenues. For the last three years local secured growth has

been high (10.1% average annual growth) due to the County's strong overall economy and healthy real estate markets. However, the State assessed Unitary Roll has



decreased by 30%. At present, real estate activity is still strong, due to stable low mortgage rates, the limited supply of housing for sale, and the area's population growth. However, given the projected slower growth in employment and income levels, a slightly 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 2002-03 are forecast to grow by \$27.5 million over the Fiscal Year 2001-02 Adopted Budget, a growth rate of 9.2%.

Vehicle License Fees Revenue (VLF) comprises 30% of projected General Purpose Revenues in Fiscal Year 2002-03. 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 the last two years has accordingly reflected the robust State economy realizing an average 12% annual growth. In the current year, based on information as of the fourth quarter of 2001, taxable sales in California will decline 2% to 4%. However, this weakness in taxable sales does not apply to the automotive sector. Based on State new car registration data, January 2002 was the strongest month in history, representing a growth of 6.2% from 2001. This growth rate, however, is not expected to be sustained. For the planning period a slower growth of 4.3% is estimated. It should be

noted that as a result of its budget surplus in the last two years, the State has lowered the VLF paid by car owners up to 67% but has made up the revenues to local government from State general revenues. This funding structure is expected to continue for both years of the planning period based on the Governor's proposed Fiscal Year 2002-03 budget. However, given the State's estimated budget deficit this revenue source could be in jeopardy.

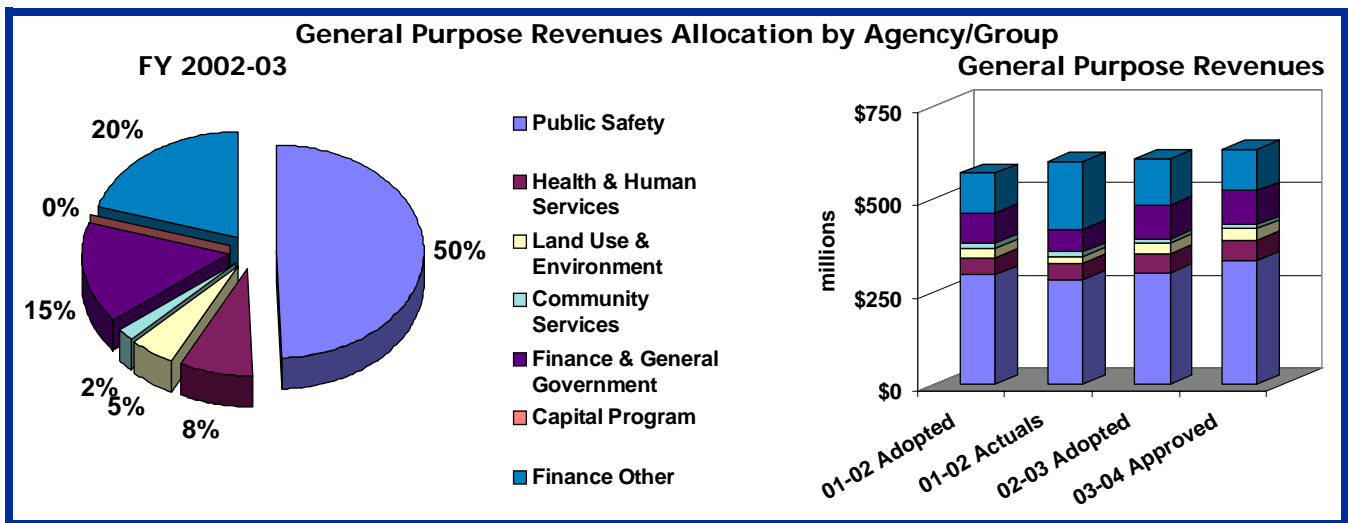
Sales Tax Revenue is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. For the current year, while the Statewide sales tax revenues are expected to decline from last year's actuals, the San Diego County region, and in particular the unincorporated area, continues to do well, with an estimated growth of about 5%. For the planning period a similar 5.0% growth rate is estimated. It is down, however, from the 11.7% annual growth realized in the three prior years (Fiscal Years 1997-98 through 2000-01).

Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2002-03 is projected to be \$16 million, a 2.0% increase over the Fiscal Year 2001-02 Adopted budget, reflecting moderate growth in residential, office, industrial, and retail real estate activity.



Allocation of General Purpose Revenues by Group

General Purpose 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 Purpose Revenues allocations with Program Revenues, which often require a level of County funding as a condition of receipt. The Public Safety Group, at 26% of the County's total budget, is budgeted to spend 50% of the County's General Purpose Revenues. By contrast, the Health and Human Services Agency's budget represents 43% of the County total, but receives only 8% of the General Purpose Revenues. The following chart shows the General Purpose Revenues to be used to support each Agency/Group for Fiscal Years 2002-03 and 2003-04.



General Purpose Allocations by Agency/Group (in millions)

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety	\$ 294.5	\$ 281.7	\$ 300.1	\$ 333.8
Health & Human Services	46.7	44.0	50.1	53.8
Land Use & Environment	25.5	17.9	29.3	31.0
Community Services	13.9	13.4	12.6	11.3
Finance & General Government	81.0	60.9	92.1	91.7
Capital Program	0.0	0.0	0.0	0.0
Finance Other	107.1	183.0	123.8	111.7
Total	\$ 568.8	\$ 600.8	\$ 608.1	\$ 633.3

Capital Projects

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		
	Dollar Amount	Number of Projects
New Projects (2002–2003)		
Capital Outlay Fund	\$ 9,205,859	23
Library Projects	305,000	2
Total—New Projects	\$ 9,510,859	25
Projects Underway		
Capital Outlay Fund	\$ 55,241,137	91
Justice Facility Construction	69,114,471	37
County Health Complex	7,311,475	17
Library Projects	8,147,568	11
Total—Projects Underway	\$ 139,814,651	156
Grand Total	\$ 147,894,904	181

The 2002–03 Capital Budget for new projects is offset by Revenues from the following sources:

Capital Expenditures Offset Sources	
	Dollar Amount
General Revenue Allocation	\$ 2,916,000
CDBG	618,000
Prop 12	5,436,859
CalTrans	345,000
Recreational Trails Prog	75,000
Parkland Dedication	120,000
Total Revenue	\$ 9,510,859

The Capital Program section of this Operational Plan (page 313) details new projects and projects underway, and includes a schedule of lease-purchase payments related to previously completed projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. Based on this Operational Plan, anticipated reserves and other available County resources as of July 1, 2002 are:

Projected County Reserves and Resources (in millions)

	Dollar Amount
General Reserve	\$ 55.5
General Fund Contingency Reserve—FY 02-03 Operations	11.0
Agency/Group Management Reserves	24.9
Debt Service Reserves	28.6
Environmental Trust Fund Reserve	93.5
Workers Compensation Reserve	32.0
Public Liability Reserve	19.5
Total County Reserves and Resources	\$ 265.0

Long- and Short-Term Financial Obligations

Long- and Short-Term Financial Obligations

The County has no outstanding general obligation bonds. The County's outstanding principal bonded debt as of June 30, 2002 is:

Outstanding Principal Bonded Debt (in millions)	
	Dollar Amount
Certificates of Participation	\$ 459.90
Pension Obligation Bonds	285.90
Redevelopment Agency Revenue Bonds	4.66
Total	\$ 750.46

Long-term Obligations

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 2002–03, based on estimated budget resources, approximately \$135 million is to be 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 2002–03, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, approximately \$63.9 million is to be borrowed for this purpose.

Credit Rating and Bonding Program

Credit Rating and Bonding Program

The County of San Diego's credit ratings are:

Credit Ratings			
	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

Since May of 2001, the County of San Diego's credit rating has remained stable at the levels shown above. The lease ratings reflect the County's favorable general credit characteristics, which include a strong local economy, a sound financial position, and a moderate debt profile. Ratings in the AA category are judged to be of high quality.

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1+' 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: review of outstanding obligations aggressively refinancing the County's existing debt profile 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 restrictions on the types of long-term issuances and amount of risk the County of San Diego will accept.

Financial Planning Calendar

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.

Summary Of Related Laws, Policies, and Procedures

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.

Basis of Accounting

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 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. The County considers this to be one year. 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.

General Budget Policies

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.

The major areas of differences are:

- 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. In some instances in the tables that follow, the adjusted actuals for the most recently completed fiscal year



will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations in the adjusted actual figures. The adopted budget does not include appropriations for these expenditures, but the appropriations are part of the “current budget” and are thus considered “budgeted”.

Amendments to the adopted budget require Board of Supervisors’ approval.

Public Safety Group

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**Public Safety Group Summary & Executive
Office**
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District Attorney
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Sheriff
.....

Alternate Public Defender
.....

Child Support Services
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Citizens' Law Enforcement Review Board
.....

Disaster Preparedness
.....

Medical Examiner
.....

Probation Department
.....

Public Defender
.....

Grand Jury
.....

Public Safety Group Summary & Executive Office



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.

2001-02 Accomplishments

Crime Prevention

- Began construction on the 380 bed East Mesa Juvenile Hall.
- Supported crime specific initiatives directed at hate crimes, elder abuse, domestic violence, economic fraud, automobile fraud, and prevention of school violence.
- Supported community oriented policing initiatives, which generate greater public involvement in crime prevention efforts.

Regional Leadership

- Executed a successful predawn emergency "call-out" of all of the County's top management to the County Emergency Operations Center in December 2001.
- Worked with Public Safety Group Departments and the State to identify available funding to implement drug testing as part of Proposition 36.

- Supported the Health and Human Services Agency in its role as the County lead in the implementation of Proposition 36 and coordinated Public Safety Group efforts to successfully implement this drug treatment initiative.
- Completed the transition of the Department of Child Support Services to an independent County Department and transitioned from the existing case management system to the Los Angeles County based ARS system without incident.
- Negotiated a new Memorandum of Agreement with the Superior Court.
- Through the Group Diversity Coordinator, continued to identify training and education resources for employees throughout the Group emphasizing values, ethics, and acceptance.
- Placed over 50 student workers and interns who are interested in a career in Criminal Justice, Business Administration, or Public Administration within Public Safety Group Departments.
- Received recognition for the Public Safety Group's efforts toward the success, growth, and career education of students from The San Diego Workforce Partnership and the Pre-employment Traineeship Program.



- Worked with the Juvenile Court and Community Schools, Pregnant Minor Program to develop a series of presentations from female County employees to serve as role models for young women to continue their educations and aim high.
- Continued 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.

Technology

- Continued efforts toward the coordination and implementation of the ORACLE and PeopleSoft Enterprise Resource Planning Systems for Finance and Human Resources within Public Safety Group Departments. Implemented and utilize the Performance Management software to capture and report information necessary to manage operations.
- Assisted Public Safety Group Departments in their implementation of new case management systems, implementation of the Jail Information Management System (JIMS), preparing for transitions to Enterprise Resource Planning systems, and transformation to new e-mail systems.

Fiscal Stability

- Continued to identify potential sources of funding for the operating costs of East Mesa Juvenile Hall.
- Balanced prudent reserves with operational needs to preserve fiscal stability ensuring the groups ability to withstand increased utility costs of over \$3 million, and \$6.5 million less than anticipated Proposition 172 revenues.
- Continued to meet financial obligations of the group outlined in the Five Year Financial Forecast. Continued to work with the Revenue and Recovery Division of the Auditor & Controller Department to increase collections for justice related services.

- Developed contingency plans should funding provided to local government programs be curtailed at the State or Federal levels.

2002-04 Objectives

Crime Prevention

- Work with the newly created Regional Security Commission and the Office of Disaster Preparedness to improve the County's terrorism preparedness activities.
- Work with Public Safety Group Departments to implement the San Diego Community Sex Offender Management Plan and streamline the registration of sex offenders within the County.
- Work with the Pennant Alliance and the Sheriff's Department to determine the feasibility of having information regarding the location of registered sex offenders available on the County's web site.
- Support community oriented policing initiatives, which generate greater public involvement in crime prevention efforts.

Regional Leadership

- Assist the Sheriff's Department receiving forensic laboratory accreditation by the American Society of Crime Laboratory Director/Laboratory Accreditation Board (ASCLD/LAB) for the Sheriff's Crime Lab.
- Support the Health and Human Services Agency in its role as the County lead in the implementation of Proposition 36 and coordinate Public Safety Group efforts to ensure continued success of this drug treatment initiative.
- Negotiate a new Memorandum of Agreement with the Superior Court.
- Negotiate a new contract for defense attorney services to meet needs of indigent citizens in need of legal representation in criminal cases.



- Through the Group Diversity Coordinator, will continue to identify training and education resources for employees throughout the Group emphasizing values, ethics, and acceptance.

Technology

- Continue efforts toward the successful implementation of the ORACLE and PeopleSoft Enterprise Resource Planning Systems for Finance and Human Resources within Public Safety Group Departments. Expand the utilization of Performance Management software in capturing and reporting information necessary to manage operations.
- Work with the Sheriff's Department to upgrade the Regional Communications System (RCS) to improve interoperability for multi-agency responses to and communication at major events and emergencies.
- Through leadership in the District Attorney's Office, work with Public Safety Group Departments to develop the Justice Data Integration project (JDI) to maximize data sharing throughout the Justice System.

Fiscal Stability

- Continue to identify potential sources of funding for the operating costs of East Mesa Juvenile Hall.
- Work with the Probation Department and the Department of General Services to maintain the construction schedule and budget for the 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.
- Leverage State and Federal funds for terrorism preparedness capabilities.
- Re-evaluate funding strategies for crime prevention programs as a result of anticipated changes in State and Federal funding.

Executive Office Changes from 2001-02 Adopted

Expenditure

The Operational Plan for Fiscal Year 2002-03 includes:

- Salaries and Benefits increase of approximately \$0.5 million due to negotiated salary and benefit increases and increased resources for the Public Safety Group student worker program.
- Services and Supplies increase of approximately \$1.3 million primarily due to resource requirements for communications and information technology.
- Other Charges increase of \$0.4 million to cover costs associated with increased security at County facility parking structures.
- Operating Transfers increase of approximately \$19.0 million due to the appropriation of prior year over-realized Public Safety Enhancement Revenues (Prop. 172).
- Management Reserve reduction of approximately \$3.4 million due to a re-allocation of resources.

Revenue

The Operational Plan for Fiscal Year 2002-03 includes:

- Revenue From Use of Money & Property increase of \$0.3 million due to lease revenues from recently acquired property.
- Intergovernmental Revenues decrease of \$0.1 million due to a decrease in Public Safety Sales Tax Revenues (Proposition 172).
- Operating Transfer Revenues increase of \$0.5 million due to Safety Sales Tax Revenues.
- Charges for Current Services increase of \$0.4 million from paid parking to be used to cover costs of parking lot and garage maintenance at the Hall of Justice.
- Fund Balance increase of \$19.2 million due to the appropriation of prior year Proposition 172 revenue.



The Operational Plan for Fiscal Year 2003-04 includes:

- Intergovernmental Revenues increase of approximately \$10 million due to anticipated Public Safety Sales Tax Revenues (Proposition 172) revenue growth.
- Other Financing Sources decrease of \$0.5 million.
- Fund Balance decrease of \$16.3 million due to the removal of one-time funding for completed projects.

Staffing

- The Operational Plan for Fiscal Year 2002-03 includes the addition of one staff year for the Public Safety Group PeopleSoft expert. This position will facilitate going live with the new payroll system and will provide support to the Group's approximate 8,000 staff through support of their respective department payroll and human resources divisions.



Public Safety Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety Group	11.00	12.00	12.00
District Attorney	1,029.00	1,038.00	1,038.00
Sheriff	4,011.25	4,041.25	4,041.25
Alternate Public Defender	102.00	102.00	102.00
Child Support Services	495.50	900.00	900.00
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 Department	1,470.16	1,490.99	1,616.99
Public Defender	369.00	369.00	369.00
Grand Jury	1.00	1.00	1.00
Total	7,552.91	8,018.24	8,144.24

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety Group	\$ 187,522,206	\$ 193,850,759	\$ 205,277,949	\$ 198,764,460
District Attorney	87,123,009	89,252,293	91,028,101	93,222,995
Sheriff	368,822,353	373,505,250	393,494,445	410,864,327
Alternate Public Defender	12,004,749	10,682,180	12,244,955	12,965,643
Child Support Services	48,181,735	53,068,233	59,752,698	65,674,688
Citizens' Law Enforcement Review Board	420,425	386,308	449,606	458,798
Disaster Preparedness	1,522,196	1,654,703	1,807,398	1,381,690
Medical Examiner	5,312,234	5,326,114	5,460,307	5,752,927
Probation Department	135,418,577	130,624,002	136,132,101	136,619,261
Public Defender	38,994,325	37,526,752	39,183,290	41,488,037
Grand Jury	437,013	415,498	479,748	486,236
Contribution for Trial Courts	68,612,429	73,386,982	69,740,499	69,490,499
Defense Attorney / Contract Administration	6,739,490	6,937,518	6,664,440	5,664,440
Total	\$ 961,110,741	\$ 976,616,600	\$ 1,021,715,537	\$ 1,042,834,001



Public Safety Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety Executive Office	9.00	10.00	10.00
Juvenile Justice Commission	2.00	2.00	2.00
Total	11.00	12.00	12.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety Executive Office	\$ 5,839,223	\$ 3,656,389	\$ 4,624,690	\$ 4,209,889
Juvenile Justice Commission	119,215	135,320	135,437	147,581
Public Safety Proposition 172	181,563,768	190,059,049	200,517,822	194,406,990
Total	\$ 187,522,206	\$ 193,850,759	\$ 205,277,949	\$ 198,764,460

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,043,850	\$ 1,617,962	\$ 1,530,298	\$ 1,601,541
Services & Supplies	1,491,318	2,088,080	2,829,829	2,355,929
Other Charges	—	85,667	400,000	400,000
Operating Transfers Out	181,563,768	190,059,049	200,517,822	194,406,990
Management Reserves	3,423,270	—	—	—
Total	\$ 187,522,206	\$ 193,850,759	\$ 205,277,949	\$ 198,764,460

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 50,000	\$ 50,000	\$ 19,299,755	\$ 2,969,158
Revenue From Use of Money & Property	2,037,000	1,951,976	2,358,520	2,375,220
Intergovernmental Revenues	181,563,768	171,942,476	181,457,661	191,437,832
Charges For Current Services	—	190,420	400,000	400,000
Miscellaneous Revenues	—	2,894,766	—	—
Other Financing Sources	—	—	500,000	—
General Revenue Allocation	3,871,438	16,821,121	1,262,013	1,582,250
Total	\$ 187,522,206	\$ 193,850,759	\$ 205,277,949	\$ 198,764,460

District Attorney



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 consumer and 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.

2001-02 Accomplishments

Early Intervention and Crime Prevention

- **Expanded a program to combat school truancy.** Chronic truancy is a powerful predictor of delinquent behavior. The program has been expanded to five school districts. A total of 819 students attend the District Attorney's on-site meetings. Among students who attended, truancy referrals have been reduced by two-thirds. This year's accomplishments also include, hosting the third annual truancy workshop and providing training to a beginning truancy program in Orange County. A structured mediation program has been developed and cases are now heard at the Vista Courthouse to assist families in that area.
- **Designed the Literacy Intervention Test Project.** The District Attorney has brought together a committee that includes the United African American Ministerial Action Council, the San Diego Community College District, the San Diego Council on Literacy, the Probation Department, and the Office of the Public Defender to oversee the design and implementation of the Project. The Project will address the strong correlation between criminal behavior and the lack of educational skills, assisting non-violent offenders to receive the equivalent of a twelfth-grade education. A project director was appointed in September 2001. Classes have begun and the project process and outcomes are being evaluated by the San Diego State University Foundation.
- **Addressed quality of life issues in Oceanside through the Community Prosecution Program.** Received the "Team of the 4th Quarter, 2001" Award from the Oceanside Police Department, Oceanside Police Chief Poehlman announced the award in January 2002. Co-sponsored the "Parents Who Host Lose the Most" campaign against underage drinking. Expanded the Community Prosecution Program to the communities in South Bay and East County to work in partnership with communities to develop proactive, community-based crime prevention strategies to improve the quality of life within neighborhoods, parks, and business districts.
- **Created the "Protecting Children Online" Program** with the Parent Teacher Association (PTA), law enforcement and the Child Abuse Prevention Foundation to assist parents in shielding their children from dangerous predators online. Received the PTA Consortium's "Honorable Service Award" in February



2002. This public outreach effort directs parents to resources and tools to keep their children safe on www.DAsafenet.com.

- **Increased the investigation and prosecution of crimes against the elderly.** Over 145 felony cases were filed in the current year, in comparison with 16 cases in the first year of the program. Outreach and training has been expanded to hospitals, financial institutions, and the Adult Protective Services Unit of the Health and Human Services Agency. Other accomplishments include creating the Elder Abuse Council, establishing a link with the San Diego ElderCare Directory, and a collaboration with a local news station for lunchtime forums to inform the public of financial scams perpetrated on the elderly.
- **Developed a model for the implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) and provided guidance across the State.** Added prosecutors in all locations to manage the courtroom impact of this mandate, which requires probation, drug treatment, and continuing review instead of incarceration, without negatively impacting the successful Drug Court Program.

Public Safety

- Worked in partnership with law enforcement agencies to reduce crime.
- **Advanced a DNA Project to review prior convictions.** Over 600 cases have been reviewed. Of that total, three have qualified for DNA analysis. In two of those cases, DNA evidence was available for testing. One inmate has declined DNA typing and one DNA test is pending.
- **Worked with police agencies to solve cold murders and sexual assaults with DNA technology.** Senior prosecutors are also drafting legislation to create a task force in local jurisdictions. This will create a prosecutor-led review of unsolved sex cases, DNA testing, and

prosecution of those cases which are solved through DNA matches of evidence to State and national DNA convicted offender databases.

- **Enhanced the District Attorney's Computer and Technology Crime High Tech Response Team (CATCH)** by increasing the number of sworn peace officers on the team by 25% to provide a secure environment for public and private businesses and expanding the multi-agency partnership to include a second field site in Riverside County.
- **Improved the Victim Restitution Enforcement Program** by expanding the Victim Restitution Enforcement Program to locate restitution services in each branch location. Increased restitution fines by 49%, from \$1.7 Million for FY 2000-2001 to \$2.8 Million for FY 2001-2002. This is a direct result of the policy directives of the District Attorney and the Superior Court and training that has emphasized the importance of appropriate restitution fines being ordered in every case.
- **Stopped gangs from terrorizing certain neighborhoods through additional Gang Injunctions in the City of Escondido.** Proved the constitutionality of Gang Injunctions in the higher courts. In July 2001 a court order was finalized that made permanent a civil action prosecutors used to restrict the activities of 43 Escondido gang members in two neighborhoods Gang Injunctions save neighborhoods from intimidation and fear and return quality of life to communities.
- **Joined with Children's Hospital to provide a digital retinal camera** to allow prosecutors to gather stronger evidence in cases of Shaken Baby Syndrome. The digital retinal camera was delivered to Children's Hospital in August 2001.
- **Continued the day to day pursuit of justice** through the prosecution of crime, including the prosecution of the kidnap and murder of Danielle Van Dam.



Public Assistance Fraud

- **Established a Child Care Program Integrity Unit** within the Public Assistance Fraud Division to address the incidence of fraud involving child care benefits. This unit has investigated 33 cases and has established critical links with the agencies overseeing child care in San Diego.
- Assigned fraud cases to investigators based on geographic regions to improve effectiveness in working with the Health and Human Services Agency.
- **Expanded the criteria for review of fraud referrals to include a review of Section 8 housing assistance benefits**, which has exposed additional cases of fraud to garner over \$10,000 in additional restitution to the County for illegally obtained benefits.

Human Resources Modernization

- Expanded the opportunity to participate in the **District Attorney's Legal Studies program** to all Public Safety departments.
- Completed Manager and Supervisor Academies to enhance leadership skills.
- Participated as active members of the County's Customer Service Leadership Group.
- Offered professional and personal development programs, including an **Employee Wellness** and beginning and intermediate Spanish language courses.
- Worked with the Department of Human Resources on the implementation of the PeopleSoft Human Resources system.

Technology

- Improved the computing environment by refreshing 25% of desktop computers annually and installing Windows 2000 and the **Office XP Suite** for all desktop users.

- Installed network server clustering and a Storage Area Network as fail safe measures.
- Improved the performance of the District Attorney network utilizing ATM circuits and increasing the data transfer rate by four to eightfold.
- Enhanced citizen access to the District Attorney by launching an Internet site, www.sandiegoda.com, in October of 2001. Published a subscription based e-newsletter to educate the public about the criminal justice system and crime prevention.
- Expanded video conferencing capability.
- **Created an Intranet site, DANET**, in October of 2001 to facilitate information sharing by District Attorney employees.
- Continued the development of criminal **case management systems**, including a joint juvenile case management effort in cooperation with the Probation Department and the Juvenile Court.

Fiscal Stability

- Successfully managed District Attorney resources to operate within budget and meet **Quality First** performance goals.
- Participated actively in the design of business processes in support of the ORACLE Financial and PeopleSoft Human Resources Enterprise Resource Planning Systems.

2002-04 Objectives

Crime Prevention and Public Safety

The District Attorney will work with law enforcement agencies and community groups to:

- **Attack terrorism.**



- **Attack recidivism in crimes of violent sexual predators** through pursuit of continuing confinement and active monitoring of these repeat offenders who pose an extremely serious public safety risk.
- Conduct a program with law enforcement agencies to integrate and share **justice information resources**.
- Help develop the **Juvenile Literacy Project**. Low levels of literacy among juveniles correlate with higher rates of delinquency and recidivism. This project is a joint effort of the San Diego County Office of Education, the Juvenile Court, the District Attorney, and the Probation Department. The project will bring an intensive literacy training approach directly to the juvenile residential facilities operated by the Probation Department.
- Expand both prevention efforts and investigation and prosecution of crime online as part of the **Internet Crimes Against Children nationwide network** of law enforcement agencies.
- Expand our Drug Endangered Children program countywide.
- Continue to improve the quality of life for County residents by expanding the District Attorney's **Community Prosecution Program**. Establish and address nuisance abatement targets by creating a chronic offenders focus within the current Community Prosecution Program.
- Dedicate investigation and prosecution resources to a multi-agency **Identity Theft Task Force**. The local and State law enforcement agencies in this project will provide immediate response to incidents of identity theft. The District Attorney will also establish a training program to educate the public on how to protect themselves from becoming victims of identity theft and

to train law enforcement officers and prosecutors on recognizing and effectively responding to incidents of identity theft.

- Enhance the **Child Care Program Integrity Unit** with the addition of three Public Assistance Investigators.
- **Uncover organized automobile insurance fraud** in partnership with the California Highway Patrol and the California Department of Insurance.

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 Strategic Initiative:

- Expand intranet web presence by listing current job opportunities and skills enhancement resources.
- Develop new *Performance Evaluation Monitoring Process*, which will result in timely completion rates of 95%.
- Create new computer software classes for MS Office XP.
- Create six new leadership courses for next year linking training with District Attorney mission and goals.
- Expand training academies to include all Deputy District Attorney and District Attorney Investigator supervisors.
- **Expand training for core supervisory skills** by developing the following classes: Personnel Selection & Termination Procedures, Family Friendly Leave Procedures, Job Expectations, Performance Evaluation and how to write and present evaluations which link to employee's identified growth goals.
- Prevention of Sexual Harassment. Establishing a goal of 100% employee attendance in training every five years.



Technology

The District Attorney will continue to provide a reliable computing environment with equipment and systems that keep pace with advancing technology standards in support of the Technology Strategic Initiative. Additional objectives include:

- Complete the implementation of the Juvenile Case Management System.
- Implement a new Public Assistance Fraud referral tracking system.
- Explore and plan for data interfaces with other law enforcement agencies, including the ARJIS network.

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.
- Continue to update business processes to maximize the benefits of the ORACLE Financial and PeopleSoft Human Resources Enterprise Resource Planning Systems.

Changes from 2001-02 Adopted

Expenditure

- The Fiscal Year 2002-03 Operational Plan removes a one-time increase of \$1.1 million included in the prior year, Fiscal Year 2001-02. These funds supported Information Technology infrastructure and development in support of the Technology Strategic Initiative.
- The Fiscal Year 2002-03 Operational Plan includes an increase in Salaries and Benefits of \$5.5 million due to nine positions added mid year and negotiated salary and benefit increases. The decrease in Fixed Assets of \$0.3 million is due to a decrease in one-time expenditures for equipment.

- The Fiscal Year 2002-03 Operational Plan for Other Charges includes \$345,084 for contracts with the San Diego Police Department and the Riverside County Sheriff's Department as part of the multi-agency effort funded by the High Technology Theft Apprehension and Prosecution Program.
- The Fiscal Year 2002-03 Operational Plan for Other Charges includes \$236,036 for contracts with the California Department of Justice, San Diego Police Department, and the Carlsbad Police Department as part of the multi-agency effort funded by the High Technology Identity Theft Program.
- Expenditure Transfer and Reimbursements will increase \$0.9 million in Fiscal Year 2002-03 for the Public Assistance Fraud Division due primarily to negotiated salary and benefit increases and an increase in the indirect cost rate.
- The Fiscal Year 2003-04 Operational Plan includes an increase of \$2.9 million in salaries and benefits due to negotiated increases.

Revenue

- Intergovernmental Revenues increase by \$0.4 million in Fiscal Year 2002-03 due to additional grant funding for the High Technology Theft Apprehension and Prosecution Program, High Technology Identity Theft Program, grant funds for Victim Restitution from the California Victim Compensation and Government Claims Board, grant funds for the Drug Endangered Children Program and the anticipated increase in State Mandate Reimbursement for Child Abduction Prosecution and Child Recovery.
- The Fiscal Year 2002-03 Operational Plan reflects the loss of the Gang Violence Suppression Grant in the amount of \$160,057. The District Attorney will continue to fund gang violence suppression activities from other resources.



- The Fiscal Year 2002-03 Operational Plan reflects the anticipated conclusion of a start up grant for community prosecution. The District Attorney will continue to fund those community prosecution activities from other resources.
- Fund Balance revenue is reduced by \$0.1 million in Fiscal Year 2002-03 and by \$0.7 million in Fiscal Year 2003-04 to correspond to a proposed lower level of expenditures for one-time needs.
- Other Financing Sources reflect the transfer of previous year Proposition 172 revenue in the amount of \$3.2 million in Fiscal Year 2002-03 and \$1.6 million in Fiscal Year 2003-04 to support the ongoing costs of initiatives including anti-terrorism partnerships, Internet Crimes Against Children, the active oversight of sexually violent predators, and community prosecution enhancements.

Staffing

- The Fiscal Year 2002-03 Operational Plan includes eight positions that were added as a result of mid-year actions approved by the Board of Supervisors to support the

following public safety programs: **High Technology Theft Apprehension and Prosecution Program** (four positions); **Workers Compensation Insurance Fraud** (one position), **Drug Endangered Children Program** (one position) and **Victim Restitution Enforcement** (two positions).

- The Fiscal Year 2002-03 Operational Plan includes one additional Information Technology position to support the Justice Data Integration Project. This is a joint effort of Public Safety Group Departments that will be coordinated by the District Attorney's Office. This project will develop inter-agency data integration. A budgeted position was originally loaned to this effort. That position is being deleted in the Operational Plan from the Department of Child Support Services and being added to the Office of the District Attorney, for no net change in the Public Safety Group staff resources dedicated to this project. This initiative is in support of the Crime Prevention, Technology and Regional Leadership Strategic Initiatives.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Total Felony Prosecutions	17,000	16,524	16,500	16,500
Domestic Violence, Elder Abuse, Gangs and Fraud Prosecutions	2,800	2,312	2,300	2,300
Public Assistance Fraud Investigations	42,000	39,309	40,000	40,000

The reduction of crime in San Diego County, the overall decrease in the public assistance caseload and fraud prevention efforts by the District Attorney have resulted in a change in these measures.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
General Criminal Prosecution	465.50	480.50	480.50
Specialized Criminal Prosecution	344.00	334.00	334.00
Juvenile Court	66.50	70.50	70.50
Public Assistance Fraud	122.00	122.00	122.00
District Attorney Administration	31.00	31.00	31.00
Total	1,029.00	1,038.00	1,038.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
General Criminal Prosecution	\$ 47,016,101	\$ 44,321,095	\$ 48,030,938	\$ 49,074,388
Specialized Criminal Prosecution	31,520,243	34,942,923	33,874,076	34,666,861
Child Support Enforcement	—	1,052,695	—	—
Juvenile Court	5,935,538	6,235,504	6,587,544	6,802,111
Public Assistance Fraud	(413,694)	(587,685)	(664,667)	(630,936)
District Attorney Administration	3,011,255	3,012,759	3,200,210	3,310,571
District Attorney Asset Forfeiture Program	53,566	275,000	—	—
Total	\$ 87,123,009	\$ 89,252,293	\$ 91,028,101	\$ 93,222,995

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 79,269,889	\$ 78,179,240	\$ 84,722,894	\$ 87,615,501
Services & Supplies	14,508,759	16,993,386	13,715,719	13,725,567
Other Charges	1,910,165	2,185,034	2,406,137	2,408,610
Fixed Assets Equipment	819,936	818,347	533,544	526,384
Expenditure Transfer & Reimbursements	(9,413,174)	(8,923,714)	(10,350,193)	(11,053,067)
Management Reserves	27,434	—	—	—
Total	\$ 87,123,009	\$ 89,252,293	\$ 91,028,101	\$ 93,222,995



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 1,439,199	\$ 1,439,199	\$ 1,325,480	\$ 581,383
Fines, Forfeitures & Penalties	—	28,658	—	—
Revenue From Use of Money & Property	—	96,430	—	—
Intergovernmental Revenues	14,739,726	14,495,589	15,157,573	15,161,185
Charges For Current Services	1,555,404	1,587,184	1,572,287	1,624,171
Miscellaneous Revenues	—	157,495	—	—
Other Financing Sources	37,237,894	39,076,093	40,453,152	42,060,985
General Revenue Allocation	32,150,786	32,371,645	32,519,609	33,795,271
Total	\$ 87,123,009	\$ 89,252,293	\$ 91,028,101	\$ 93,222,995

Sheriff



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 tactical emergency response. Law enforcement services are provided to an estimated 800,000 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 4,600 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.

2001- 02 Accomplishments

Increased Operational Effectiveness and Crime Prevention Capabilities

- Responded to over 341,000 calls for service within the Sheriff's Jurisdiction.
- Provided a safe and secure environment for an average daily population of over 4,600 inmates.
- Ensured court security by providing weapons and contraband screening for an estimated 5 million individuals.
- Increased the safety and security of inmates and staff by adding 11 sworn positions in detention facilities to approach the State Board of Corrections' staffing recommendations.
- Added 9.5 positions to enhance patrol and support capabilities in the unincorporated regions of San Diego County. This increase was done in conjunction with the next phase of the Unincorporated Staffing Analysis Plan.
- Added two positions to provide aerial patrol support (ASTREA), to the North County.
- Added 29 sworn positions to augment court security and inmate transportation services.
- Implemented a state-of-the-art Jail Information Management System (JIMS) that provides enhanced tracking, management and disposition capabilities via automation of intake, booking, transportation scheduling, meal provision, medical care and other detention support services relative to inmate care and custody activities.
- Established an ambulance service for the East Mesa Detention Complex.



Provided Enhanced Homeland Security Measures

- Received specialized training in intelligence and tactics relative to combating terrorist threats for five sworn personnel.
- Obtained Warm Zone Response Gear (personal protective equipment) for 700 personnel assigned as first responders in law enforcement activities.
- Joined with the FBI, Customs, U.S. Bureau of Alcohol Tobacco and Firearms (ATF), Secret Service, and the San Diego Police Department in anti-terrorism strategic planning and maintenance of the Joint Terrorism Task Force and the San Diego Terrorist Early Warning Group.
- Provided additional security in the post September 11th environment for high profile county occupied buildings, including the County Administration Center and the Hall of Justice.
- Developed a new “live fire” firearms training facility as part of the Regional Firearms Training Center that offers realistic tactical training opportunities in support of anti-terrorism efforts.

Enhanced Facilities, Information Technology and Equipment Infrastructure

- Opened a new 10,000 square foot patrol station in Fallbrook in first quarter of the fiscal year.
- Replaced the roof at the Vista Detention Facility.
- Completed construction and opened during the 4th quarter a new 6,000 square foot patrol station in Valley Center that replaced a small, antiquated modular facility.
- Opened in the 4th quarter of the fiscal year a new 30,000 square foot aviation facility for the Sheriff’s ASTREA aviation detail.
- Replaced 650 desktop computers via the Department’s new technology refresh program.
- Modernized the Computer Aided Dispatch equipment utilized by the Sheriff’s Communications Center staff to communicate with and deploy deputies to crime

prevention and law enforcement activities. Funding was provided through a \$1 million grant from the California Law Enforcement Entitlement Program.

- Supported the deployment of the new PeopleSoft Human Resources Management application within the Sheriff’s Department in conjunction with the County’s overall Enterprise Resource Planning (ERP) project.
- Identified \$950,000 of funding for replacement of 120 mobile data computers and associated equipment in patrol vehicles in order to ensure reliability, efficiency and service to the public.
- Completed information technology enhancements to allow for full integration of the former Marshal’s staff and operations into the Sheriff’s wide area computer network.

2002-04 Objectives

Increase Operational Effectiveness and Crime Prevention Capabilities

- Meet targeted response times in the unincorporated area by implementing a portion of the next phase of the Board approved Unincorporated Staffing Analysis Plan with the addition of eight sworn positions.
- Enhance registration, public notification, and monitoring of sex offenders via a newly formed task force, in conjunction with the San Diego Police Department, the San Diego County Probation Department, and the State of California. The task force will provide services to the citizens and police jurisdictions in all the cities within the County of San Diego.

Enhance Homeland Security

- Provide ongoing funding for enhanced security measures at high profile public facilities, including the Hall of Justice and County Administrative Center.



- Continue membership and support in the Joint Terrorism Task Force and the San Diego Terrorist Early Warning Group.

Fiscal Stability and Human Resources Modernization

- 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.
- Support the deployment of the new Oracle Financial System and the Kronos Time Collection application within the Sheriff's Department in conjunction with the County's overall Enterprise Resource Planning (ERP) project.
- Expedite the employee hiring process and ensure the selection of qualified candidates through timely background investigations. Conduct proactive career development procedures to ensure the retention of quality staff.

Enhance Facilities, Information Technology and Equipment Infrastructure

- Replace nearly \$4,000,000 of security alarms, detention facility door control systems, and deputy duress alarms in our detentions facilities to ensure public protection and the safety of Sheriff's personnel.
- Provide ongoing oversight and maintenance of the Jail Information Management System (JIMS).
- Replace critical components of the Sheriff's wide area computer network to ensure system reliability.
- Continue the replacement of mobile data computers and desktop computer equipment to ensure efficiency and reliability.
- Complete the construction and opening of a new patrol station in Julian.
- Continue to provide a safe and humane environment for inmates and staff by maintaining a reduced level of assaults in County detention facilities. Utilize the full

capacity of all San Diego County detention facilities while remaining within the facilities' court-ordered capacity of 5,405.

- Establish an ongoing equipment replacement fund for major components in detentions' Food and Facility Services, Officer Safety Equipment such as body armor and less lethal weapons, and office equipment such as copiers, to enable the department to remain efficient and to provide optimal employee safety.

Changes from 2001-02 Adopted

Expenditures

Total Expenditures increased by \$24.6 million increase due to the following:

- Salaries & Benefits increased by \$27.3 million, of this \$23.8 million was due to negotiated salary and benefit increases. Midyear board actions and Department initiatives for Contract city law enforcement, School Resource Officers for Grossmont Union High School District, law enforcement services for the Pala Band of Mission Indians, Child Abuse investigations, Computer Theft investigations, Wireless Services, unincorporated patrol, JIMS, Fleet management, Jail Maintenance, and Court Security added \$3.5 million.
- Services & Supplies reflects a net decrease of \$4.4 million. This change included a reduction of \$13.5 million in one-time appropriations. Also included is a reduction of \$3.3 million in Department Initiative funding due to the projected decrease in Prop.172 revenue. Reductions in services and supplies appropriations of \$500,000 have been used to help offset the cost of eight additional unincorporated patrol deputies. Mid-year board actions and Department initiatives added \$12.9 million for Contract city law enforcement, School Resource Officers for Grossmont Union High School District, law enforcement services for the Pala Band of Mission Indians, DNA testing, Off



road Vehicle Enforcement, Telecommunications services, Gang resistance education, Unincorporated patrol, JIMS, Fleet management, Jail Maintenance, and Court Security.

- Other Charges increased by \$3.5 million to cover the increased cost for inmate medical services provided by area hospitals.
- Cost Applied decreased by \$0.3 million. This change included an increase related to negotiated salaries and benefits netted against a reduction due to the cancellation of food services provided to the Polinsky Children's Center. Fixed Assets increased by \$0.1 million due to re-budgets.
- Operating Transfers increased by \$0.2 million due to negotiated salary and benefit increases.
- Management Reserves decreased by \$2.4 million.

Revenue

Total Revenue reflected a \$19.2 million increase due to the following:

- Fines, Forfeitures and Penalties increased by \$4.5 million due to a \$1 million increase in Writ Disbursement and Want Warrant revenues and a \$3.5 million increase in AB189 revenue which offsets a corresponding reduction of \$3.5 million in General Revenues, as directed by the Public Safety Group.
- Prop.172 revenue reflects a net increase of \$11.5 million due to the addition of over realized revenue.
- Contract Cities' revenue increased by \$4.9 million and Trial Court Funding revenue increased by \$0.5 million to offset negotiated salaries and benefit increases.
- Federal COPS revenue increased by \$1.7 million for offset costs of School Resource Officers and unincorporated patrol staffing.

- Fund Balance decreased by \$7.1 million, which was related to one-time funding for services and supplies and funds carried over for projects not completed in 2001.

Staffing

- Thirty positions were added to support the Fiscal Year 2002-04 Objectives. These positions were partially offset by a reduction of ten support positions.
- Nine positions were added for increased security at the Hall of Justice and the County Administration Center.
- Three positions were added for a plan, in collaboration with the Department of General Services to enhance the overall maintenance and repair of the Sheriff's seven detention facilities.
- Eight positions were added to patrol the unincorporated areas of San Diego County.
- Five positions were added to oversee and maintain the Jail Information Management System (JIMS), with a corresponding reduction of five clerical positions.
- One position was added for fleet management with a corresponding reduction of one clerical position.
- Three positions were deleted in Food Services due to the elimination of food services contract provided to the Polinsky Children's Center.
- Six School Resource Officers were added mid-year for the Grossmont Union High School District.
- Two technical positions were added mid-year to the Wireless Services Unit.
- One position was added mid-year for the law enforcement to the Pala Band of Mission Indians.
- A total of five positions were added mid-year for Contract Cities of San Marcos, Encinitas and Poway.
- Two positions were added mid-year for the Child Abuse Grant.
- One position was added mid-year for the High-Technology Theft grant.



- All of the new positions are offset by revenue or savings realized through reductions in appropriations. The primary sources of revenue include Contract Cities' revenue, grant revenues, other agencies, and reductions in the department's services and supplies appropriations.
- Changes within bureaus from Fiscal Year 2001-02 to 2002-03 reflect the addition of the new positions referenced above, as well as reconciliation of positions within the new PeopleSoft Human Resources Management System.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	9.0	9.1	8.8	8.7
— Unincorporated Response Times (Min.)	12.6	12.6	12.6	12.6
— Rural Response Times (Min.)	21.0	20.7	21.0	21.0
Total Calls for Service	345,000	341,015	365,000 ¹	385,000 ¹
Number of Persons Screened for Weapons and other Contraband (in millions)	5.0	5.0	5.5	5.5
Number of Criminal Subpoenas and Civil Process Received for Service	112,000	115,829	112,000	112,000
Daily Average – Number of Inmates	5,152	4,692	5,323 ²	5,494 ²
Number of Jail Bookings	117,000	118,260	121,296 ²	125,527 ²

¹ 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.

² "Daily Average Number of Inmates" and "Number of Jail Bookings" projections for Fiscal Year 2002-03 and Fiscal Year 2003-04 based on Carter Gobel Associates Master Plan Projections.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Detention Services	1,821.00	1,813.50	1,813.50
Law Enforcement Services	1,362.00	1,388.00	1,388.00
Sheriff Court Services	470.00	468.00	468.00
Human Resources Services	152.75	152.75	152.75
Management Services	187.50	197.00	197.00
Sheriff's ISF / IT	2.00	6.00	6.00
Office of the Sheriff	16.00	16.00	16.00
Total	4,011.25	4,041.25	4,041.25

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Detention Services	\$ 131,123,146	\$ 141,756,915	\$ 138,280,908	\$ 145,812,955
Law Enforcement Services	113,507,498	119,151,345	127,329,936	133,833,688
Sheriff Court Services	32,154,309	31,515,802	34,198,587	36,555,621
Human Resources Services	12,197,971	12,446,922	12,028,908	12,524,345
Management Services	21,653,271	15,535,221	25,945,354	26,507,887
Sheriff's ISF / IT	44,439,466	39,877,436	41,305,025	41,091,395
Office of the Sheriff	1,983,469	1,921,844	2,202,025	2,334,194
Sheriff Asset Forfeiture Program	755,000	980,008	1,600,000	1,600,000
Sheriff Jail Stores ISF	2,246,300	2,227,123	2,420,900	2,420,900
Sheriff's Inmate Welfare Fund	6,888,900	4,386,045	6,309,779	6,310,319
Countywide 800 MHZ CSA's	1,873,023	3,706,584	1,873,023	1,873,023
Total	\$ 368,822,353	\$ 373,505,250	\$ 393,494,445	\$ 410,864,327



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 268,889,007	\$ 273,356,838	\$ 296,218,046	\$ 318,266,002
Services & Supplies	90,036,328	92,440,766	85,570,814	83,391,365
Other Charges	9,616,308	7,560,386	13,203,373	11,792,709
Fixed Assets Equipment	2,818,512	3,465,040	2,950,837	2,064,587
Expenditure Transfer & Reimbursements	(7,766,328)	(6,540,365)	(7,452,246)	(7,655,865)
Operating Transfers Out	2,749,607	3,222,584	3,003,621	3,005,529
Management Reserves	2,478,919	—	—	—
Total	\$ 368,822,353	\$ 373,505,250	\$ 393,494,445	\$ 410,864,327

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 17,238,821	\$ 17,238,821	\$ 10,121,000	\$ 4,944,234
Licenses Permits & Franchises	181,000	230,850	181,000	181,000
Fines, Forfeitures & Penalties	955,880	1,127,457	5,455,880	4,455,880
Revenue From Use of Money & Property	5,397,595	6,442,571	5,762,595	5,762,595
Intergovernmental Revenues	26,749,002	32,491,322	30,121,160	29,808,563
Charges For Current Services	62,580,345	68,296,515	69,321,369	69,568,635
Miscellaneous Revenues	3,227,940	5,009,293	2,938,746	4,938,746
Other Financing Sources	133,998,542	133,505,196	145,644,233	140,828,919
General Revenue Allocation	118,493,228	109,163,225	123,948,462	150,375,755
Total	\$ 368,822,353	\$ 373,505,250	\$ 393,494,445	\$ 410,864,327

Alternate Public Defender



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 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 proceedings from appointment through conclusion of the case. The Alternate Public Defender is located throughout San Diego County and provides services at all San Diego Courts.

Mission Statement

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.

2001-02 Accomplishments

Crime Prevention

- Provided legal representation in an ethical and professional manner for 4,926 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 7,790 new and ongoing dependency cases.
- Continued efforts to enhance all intra-departmental relationships of the San Diego County criminal justice system, and Public Safety Group including the Courts, Public Defender, District Attorney, Probation, Sheriff, Juvenile Justice Commissions, and the Private Bar.

Human Resources Modernization

- Provided 1,892 hours of significant and ongoing training to staff in several major areas including legal skills, investigative techniques, diversity leveraging, customer service, leadership, and management.
- Continued to promote and provide quality continuing education and training efforts in professional areas appropriate to staff as well as in other areas such as management training, customer service, diversity, and computer applications.
- Continued to develop and improve the Department’s communication with staff and the public through staff meetings, newsletters, website, and four community forums. Continue to monitor and improve Customer Service using surveys, Mystery Shoppers, and other means.
- Continued to recognize outstanding staff performance through employee recognition quarterly and annual awards.

Technology

- Implemented a new case management system (JCATS) for the Adult Criminal Division consistent with the Dependency Case Management System to improve



efficiency and statistical tracking. Continued to make technological improvements to office operations and client service.

- Implemented and assisted in the transformation towards software programs selected by the county for improved performance and efficiency, including Microsoft Outlook, Microsoft Word, and other selected professional programs.

Regional Leadership

- Coordinated our dependency representation with County foster care services, the proposed San Pasqual Academy Program, and other similar services.
- Continued to develop and improve the Department’s capital and serious case special litigation teams, to facilitate the very best legal representation.
- Continued community and inter-agency outreach efforts by facilitating discussions, meetings, and presentations throughout the County addressing criminal justice issues impacting our community. The Department participated in four separate community presentations and approximately fifteen interagency meetings or committees.

2002-04 Objectives

Crime Prevention

- Continue processes to maximize opportunities for success towards reunification of families brought before Juvenile Dependency Court.
- Develop processes to maximize opportunities for success of citizens placed into Probation, Proposition 36 or Drug Court; including enhanced follow-up contacts and outpatient referral techniques.
- Continually monitor and re-engineer processes and resources to address ongoing public safety needs resulting from recently publicized increases in criminal activity within San Diego County.

- 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

- Continually develop and implement efforts to improve recruitment and retention of highly qualified, skilled, and motivated employees.
- Continue ongoing 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 leadership training, customer service, diversity, and team building.
- Continue the improvement of 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.
- Develop approaches 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

- Complete implementation of the 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

- Continue collaboration with local Bar Associations to promote criminal justice procedures designed to improve court processes, including participation on judicial candidate screening committee of San Diego County Bar Association, Criminal Justice Council, and legislative subcommittees.
- Continue community and inter-agency outreach efforts by facilitating discussions, meetings, and presentations throughout the County addressing criminal justice issues impacting our community.

- Continue participation in programs for area law schools, colleges, and high schools designed to educate students on issues and processes in Criminal Justice.
- Continue to coordinate and develop all strategic goals and missions of the County of San Diego, and particularly the Public Safety Group, assisting its new leadership with its policies and objectives.

Changes from 2001-02 Adopted

Expenditure

- A net expenditure increase of \$240,206 is primarily due to negotiated Salary and Benefit increases, and contracted services utilized for juvenile dependency and criminal case services.

Revenue

- A total revenue increase of \$200,129 is due to State revenues for dependency program increased expenses.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Provide Legal Representation for Criminal Cases	2,187	2,579	2,468	2,468
Provide Legal Representation for Dependency Cases	7,148	7,790	7,490	7,490
Provide Legal Representation for Delinquency Cases	1,621	2,347	1,930	1,930
Provide Legal Representation for Capital Litigation Cases	2	2	2	2
Volunteer Hours	13,000	23,009	14,856	14,856



Alternate Public Defender

Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Administration	7.00	8.00	8.00
Juvenile Dependency	43.00	45.00	45.00
Juvenile Delinquency	8.00	10.00	10.00
Criminal Defense	44.00	39.00	39.00
Total	102.00	102.00	102.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Administration	\$ 887,651	\$ 1,046,702	\$ 889,168	\$ 947,512
Juvenile Dependency	4,621,250	3,649,846	4,585,935	4,854,489
Juvenile Delinquency	948,018	1,104,794	1,211,084	1,280,252
Criminal Defense	5,547,830	4,880,836	5,558,768	5,883,390
Total	\$ 12,004,749	\$ 10,682,180	\$ 12,244,955	\$ 12,965,643

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 8,823,695	\$ 8,090,537	\$ 9,128,835	\$ 9,811,803
Services & Supplies	2,985,949	2,591,642	3,116,120	3,153,840
Fixed Assets Equipment	41,640	—	—	—
Management Reserves	153,465	—	—	—
Total	\$ 12,004,749	\$ 10,682,180	\$ 12,244,955	\$ 12,965,643

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fines, Forfeitures & Penalties	\$ 49,853	\$ —	\$ 49,851	\$ 49,851
Intergovernmental Revenues	4,878,523	3,860,013	5,078,654	5,457,132
Miscellaneous Revenues	80,000	174,940	80,000	80,000
General Revenue Allocation	6,996,373	6,647,227	7,036,450	7,378,660
Total	\$ 12,004,749	\$ 10,682,180	\$ 12,244,955	\$ 12,965,643

Child Support Services



Department Description

The San Diego County Department of Child Support Services transitioned 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 \$59.7 million, and maintains approximately 130,000 child support cases. 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 2001-02, the Department collected \$141.9 million in child support for the children it serves; up from \$42 million in 1995.

Mission Statement

To provide child support services 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.

2001-02 Accomplishments

Self Sufficiency

- Generated child support collections of \$141.9 million in Fiscal Year 2001-02.
- Maintained the percentage of cases with orders for financial and medical support at 84%, exceeding goal of 80%.
- Maintained the establishment of paternitys at 91%, exceeding the goal of 70%.
- Met or exceeded the standard for 11 out of 12 Federal and State Performance Measures for Federal Fiscal Year 2001.

Fiscal Stability

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

Technology

- Transitioned the department to the State-mandated ARS Child Support Enforcement computer system within required time frames.

2002-04 Objectives

Self Sufficiency

- Generate child support collections of \$145 million and \$150 million in Fiscal Years 2002-03 and 2003-04 respectively.
- Maintain the percentage of cases with orders for financial and medical support at 80% or better.
- Generate the percentage of support collected on current support orders at 38% and 41% in Fiscal Years 2002-03 and 2003-04 respectively.



Fiscal Stability

- Continue to operate the Department under the principles of the General Management System.

Regional Leadership

- Seek the formation of partnerships with other DCSS agencies within the State, and establish San Diego as a regional leader in Child Support.

Technology

- Implement a new IVR and automated call distribution system to improve call response times and quality.
- Fully implement the pbViews Performance Management system, and proactively manage the department through this system.
- Improve partnership and communication with employers and non-custodial parents.
- Work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.
- Implement electronic funds transfer from employers, and to custodial parent's bank accounts.

Human Resources Modernization

- Implement a department-level leadership academy for all leaders in Manager, Supervisor and Lead positions

Changes from 2001-02 Adopted

Expenditure

- Expenditure increases of \$11.6 million are primarily due to negotiated salary and benefit increases, the addition of 404.5 permanent staff as a result of the conversion of temporary staff to permanent employees, and increased costs for Information Technology due to the conversion to the Los Angeles Child Support computer system.

Revenue

- Revenue increases of \$11.6 million reflect the reimbursement of increased department costs through the State Child Support Program and Federal Title IV-D Administrative Cost revenue.

Staffing

- Addition of 318 permanent positions from the FY 2001-02 Adopted Budget resulting from the State mandated transition of the Department to an independent County department with enacting legislation requiring program activities of the Local Child Support Agency be delivered by permanent County employees.
- Deletion of one Supervising Information Technology Engineer position.
- Addition of 87 positions to maintain the current level of customer service and accommodate changes in business practices following conversion of the local automated child support system to the Los Angeles ARS system as mandated by the State Department of Child Support Services.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Collections	\$142,000,000	\$141,913,763	\$145,000,000	\$150,000,000
Percent of Caseload with Court Orders	80%	84%	80%	80%
Percent of Current Support Collected	33%	37%	38%	41%
Percent of Cases Paying on Arrears	35%	40%	40%	40%
Percent of Cases with Paternity Established	70%	91%	n/a	n/a
Average Speed of Answer at Call Center	n/a	2.98 minutes	1.5 minutes	1.0 minutes



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Relations	22.50	41.00	41.00
Production Operations	420.00	781.00	781.00
Staff Development Division	10.00	23.00	23.00
Research and Publication Division	3.00	4.00	4.00
Quality Assurance	4.00	2.00	2.00
Administrative Services (Child Support)	20.00	28.00	28.00
Recurring Maintenance and Operations	14.00	14.00	14.00
Special Projects	1.00	—	—
Help Desk Support	1.00	7.00	7.00
Total	495.50	900.00	900.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Relations	\$ 1,213,003	\$ 2,929,516	\$ 2,291,599	\$ 2,515,470
Production Operations	40,418,166	43,284,096	46,953,767	52,078,247
Staff Development Division	492,525	998,867	1,284,828	1,404,931
Research and Publication Division	190,875	324,366	281,500	305,784
Quality Assurance	277,348	111,502	152,736	165,528
Administrative Services (Child Support)	1,219,970	2,157,332	2,136,130	2,318,313
Recurring Maintenance and Operations	2,361,413	1,409,098	4,417,077	4,612,906
Maintenance and Operations	1,049,009	683,828	1,049,009	1,049,009
Special Projects	912,649	1,102,055	800,000	800,000
Help Desk Support	46,777	67,568	386,052	424,500
Total	\$ 48,181,735	\$ 53,068,233	\$ 59,752,698	\$ 65,674,688



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 34,060,427	\$ 32,753,820	\$ 43,622,955	\$ 50,035,002
Services & Supplies	13,515,756	19,442,019	15,725,691	15,235,634
Other Charges	1,500	—	—	—
Fixed Assets Equipment	604,052	872,393	404,052	404,052
Total	\$ 48,181,735	\$ 53,068,233	\$ 59,752,698	\$ 65,674,688

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ 26,529	\$ —	\$ —
Intergovernmental Revenues	47,285,048	51,047,992	59,556,011	65,478,001
Charges For Current Services	896,687	2,857,382	896,687	896,687
Miscellaneous Revenues	—	1,932,273	—	—
General Revenue Allocation	—	(2,795,943)	(700,000)	(700,000)
Total	\$ 48,181,735	\$ 53,068,233	\$ 59,752,698	\$ 65,674,688

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.

2001-02 Accomplishments

Regional Leadership

- Provided Sheriff and Probation Departments and the Review Board with timely complaint data (early warning information).
- With one exception, held monthly Review Board meetings and provided new member training.
- Received and processed 150 new cases during calendar year 2001 and 224 for the fiscal year, a five-year high.
- Closed 149 cases during fiscal year
- Maintained timetables that ensured most cases were closed within 150 days.
- Completed fiscal year with only 12 cases older than one year.

Technology

- All computer systems, software and server have been transformed through Pennant Alliance.

- Researched and obtained new database software to replace outmoded Paradox-based system.

Fiscal Stability

- Researched and filed document in support of State Mandates (SB90) reimbursement of \$295,301, including retroactive reimbursements back to July 1994.

2002-04 Objectives

Regional Leadership

- Receive and process 150+ new cases per year.
- Maintain the current timetables, which will ensure most cases are closed within 150 days.
- Maintain the current case/receipt closure ratio with the continued goal of no case older than one year.
- 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.

Technology

- Continue to seek out improvements in department automation.
- Work with Pennant Alliance and other County offices to ensure continuity of services in the event of a large-scale disaster.



- Work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.

Changes from 2001-02 Adopted

Expenditure

- Expenditure increases of \$29,000 are primarily due to County negotiated salary and benefit increases and need for temporary investigative assistance.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Receive & Process New Complaints	130	224	150+	150+
Conduct Staff Investigations on Pending & New Complaints	130	149	150+	150+
Provide Monthly Early Warning Reports (Changed from Quarterly Reporting)	12	11	12	12
Make Policy Recommendations as Needed to Decrease Risk Exposure to County ¹	15	7	10-15	10-15

¹ The actual number of policy recommendations that can be made is determined by the nature of the complaints (allegations) made. While we always place a goal for making such recommendations, we cannot predetermine actual numbers of cases received or whether there is an actual need for recommending changes or new policy to the Sheriff or Probation Departments.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Law Enforcement Review Board	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Law Enforcement Review Board	\$ 420,425	\$ 386,308	\$ 449,606	\$ 458,798
Total	\$ 420,425	\$ 386,308	\$ 449,606	\$ 458,798

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 292,782	\$ 303,496	\$ 307,740	\$ 341,972
Services & Supplies	120,890	82,812	141,866	123,579
Management Reserves	6,753	—	—	(6,753)
Total	\$ 420,425	\$ 386,308	\$ 449,606	\$ 458,798

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Charges For Current Services	\$ —	\$ 258	\$ —	\$ —
Miscellaneous Revenues	—	5	—	—
General Revenue Allocation	420,425	386,045	449,606	458,798
Total	\$ 420,425	\$ 386,308	\$ 449,606	\$ 458,798

Office of Disaster Preparedness



Department Description

The Office of Disaster Preparedness (ODP) 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 disasters, and education that assists citizens, government agencies, public and private organizations prior to, during, and after local emergencies, States of Emergency, major disasters, 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.

2001-02 Accomplishments

Crime Prevention

- A Terrorism brochure for the public was developed with the assistance of Health and Human Services Agency (HHSA) personnel. ODP staff also developed a Terrorism PowerPoint presentation. ODP and Emergency Medical Services (EMS) personnel later collaborated to incorporate all aspects of the Weapons of Mass Destruction (WMD) threat in a new PowerPoint presentation.
- Executed a successful predawn emergency “call-out” of all of the County’s top management to the County Emergency Operations Center in December 2001.

Environment

- Developed with San Diego Gas & Electric, policies and procedures to respond to Electrical Load Curtailment incidents.

- Continued collaboration with County Water Authority and member agencies on development of the Emergency Water Storage Project. A new reservoir in North County is currently under construction.

Regional Leadership

- Continued Terrorism Working Group activities to plan for potential Terrorism emergencies including staff participation in two days of Weapons of Mass Destruction (WMD) training in May 2002.
- Continued work with Public Health Officers of San Diego and Orange Counties and other affected agencies concerning the issuance of KI (Potassium Iodide) for San Onofre Nuclear emergencies. ODP is a member of the state KI Task Force working with Orange and San Luis Obispo counties to create a California-wide policy for the distribution of Potassium Iodide in the event of a Nuclear emergency.
- Updated the San Onofre Nuclear Power Plant Emergency Response Plan.
- Conducted four training workshops for over seventy participants of area agencies on the San Diego Operational Area Emergency Plan. One workshop was conducted solely for Public Health Nurses.



- Continued the County Fire Trust Fund to assist Fire Agencies with Capital Improvement projects during Fiscal Year 2001-02. Grants were awarded to four Fire agencies totaling \$210,816.

Fiscal Stability

- ODP staff continued to assist in the development of and application for Terrorism Response Grants. Assistance was provided to the cities of Coronado, Chula Vista, Escondido, Santee, Vista, Oceanside, and Del Mar in submitting Domestic Preparedness Equipment Grants. With the exception of Del Mar, all of the cities received grants totaling \$140,000.
- Completed effort to increase reimbursement of revenue from the Inland Fire agencies for dispatch services. An increase in revenue has been approved and will go into effect in Fiscal Year 2002-03.

2002-04 Objectives

Environment

- Issue a Request for Proposal (RFP) and award contract for the regional Hazardous Materials Incident Response Team (HIRT) program by June 2003.

Regional Leadership

- Increase the visibility of the Department through a name change to reflect the full spectrum of services and responsibilities, and develop a logo and informational materials by April 2003.
- Provide more timely information to the Deputy Chief Administrative Officer and the Board of Supervisors on emergency incidents by training ODP staff in Field Incident Command System and deploying staff to the Incident Command Post where appropriate by December 2002.

- Develop Concepts of Operations prior to planned events and potential events (ex: September 11 Anniversary, Super Bowl, Winter Weather, Fire Season) that include staffing patterns and identify county departments to staff EOC.
- Continue Terrorism Working Group activities by planning for potential Terrorism emergencies including participation in a Nuclear Terrorism exercise scheduled for November of 2002.
- Continue to work with Public Health Officers of San Diego, San Luis Obispo and Orange counties and other affected agencies on the state KI Task Force concerning the issuance of KI (Potassium Iodide) for San Onofre Nuclear emergencies.
- Continue development of one Dam Evacuation Plan in each of the Fiscal Years 2002-03 and 2003-04.
- Conduct one training workshop on the San Diego Operational Area Emergency Plan in Fiscal Years 2002-03 and 2003-04 for area agencies.
- Train fifty Emergency Operations Center (EOC) staff in Fiscal Year 2002-03 and forty staff in Fiscal Year 2003-04 to use the new automated EOC systems.
- Train twelve County staff during the first quarter of Fiscal Year 2002-03 on the San Onofre Plan in preparation for the November San Onofre emergency exercise that will be graded.

Fiscal Stability

- Continue the development of and application for Terrorism Response Grants.
- Develop application for Emergency Program Grant administered by State Office of Emergency Services (OES) by January 2003.
- Continue the use of the County Fire Trust Fund to assist Fire Agencies with Capital Improvement projects during Fiscal Year 2002-03.



- Renegotiate the Heartland Dispatch contract for Fiscal Years 2003-04 through 2008-09.

Technology

- Work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to the Enterprise Resource Planning (ERP) system.
- Research available emergency management information systems and determine the best system within available resources by January 2003.

Changes From 2001-02 Adopted

Expenditure

- The net expenditure increase of approximately \$285,000 for Fiscal Year 2002-03 is due to negotiated Salary and Benefits increases and the ODP Terrorism Public Education Campaign funded by one time Tobacco Settlement funds.

Revenue

- The net revenue increase of approximately \$233,000 for Fiscal Year 2002-03 is due to State Aid – Tobacco Settlement revenues earmarked for the ODP Terrorism Public Education Campaign.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Dam Failure Evacuation Plan	1	0 ¹	1	1
Rewrite San Onofre Emergency Response Plan	1	1	n/a	n/a
Train County staff on San Onofre Plan	n/a	n/a	12	12
Operational Area Emergency Plan Training	2	4	1	1
Train Emergency Operations Center staff	n/a	n/a	50	40
Issue RFP and award HIRT Contract	n/a	n/a	1	n/a

¹ The ODP staff assigned to develop the Dam Failure Evacuation Plans was reassigned to develop Terrorism Public Education materials after the terrorist attacks of September 11, 2001. A Terrorism brochure for the public was developed. With the assistance of HHS personnel, the brochure was expanded and refined. A Terrorism Power Point presentation was also developed by ODP staff. ODP and EMS personnel later collaborated to incorporate all aspects of the Weapons of Mass Destruction (WMD) threat in a new Power Point presentation. There were no individual dam evacuation plans completed in Fiscal Year 2001-02, however, the project involving digitization of all dam inundation maps has been completed and mylar maps have been distributed to all affected agencies/jurisdictions.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Disaster Preparedness	10.00	10.00	10.00
Total	10.00	10.00	10.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Disaster Preparedness	\$ 1,522,196	\$ 1,654,703	\$ 1,807,398	\$ 1,381,690
Total	\$ 1,522,196	\$ 1,654,703	\$ 1,807,398	\$ 1,381,690

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 617,442	\$ 642,109	\$ 658,124	\$ 680,934
Services & Supplies	484,804	552,401	739,324	480,806
Other Charges	409,950	409,290	409,950	209,950
Fixed Assets Equipment	10,000	50,901	—	10,000
Total	\$ 1,522,196	\$ 1,654,703	\$ 1,807,398	\$ 1,381,690

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 200,000	\$ 200,000	\$ 200,000	\$ —
Revenue From Use of Money & Property	—	33,291	—	—
Intergovernmental Revenues	723,015	1,002,557	956,015	706,015
Charges For Current Services	209,950	287,253	209,950	209,950
Miscellaneous Revenues	—	41,877	—	—
General Revenue Allocation	389,231	89,725	441,433	465,725
Total	\$ 1,522,196	\$ 1,654,703	\$ 1,807,398	\$ 1,381,690

Medical Examiner



Department Description

Mandated by the State of California and the County's Board of Supervisors, the Medical Examiner Department provides forensic death investigation 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.

2001-02 Accomplishments

Health and Wellness

- Reviewed circumstances surrounding 10,120 deaths referred to the Medical Examiner; evaluated 7,688 reported deaths and determined them to be cases not within the jurisdiction of the Medical Examiner.
- Investigated circumstances of 2,432 deaths under jurisdiction of the Medical Examiner, established a cause of death and completed 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 1,797 cases; performed toxicology testing in 1,681 cases including analysis for drug abuse.
- Provided notification to 92% of decedents' families; identified and located the decedent's legal next-of-kin in 2,237 cases.

- Measured operational performance against targets for release of bodies for final disposition, completion of investigative, toxicology and examination reports, and completion of final death certificates to improve productivity and customer service continuously. Results depicted below in Performance Measures.
- Provided toxicology services under contract to the Counties of Imperial and San Bernardino that generated revenue of \$159,265.
- Exercised oversight over a 5-year competitive contact for decedent removal and transportation.
- Continued to operate in accordance with the National Association of Medical Examiners (NAME) standards.

Regional Leadership

- Provided evidence and expert testimony in 100% of the murder trials in San Diego County.
- Supported Public Safety Group diversity initiatives involving Student Workers and high school outreach programs.

Technology

- Implemented technology to improve productivity and quality by installation of a major upgrade of the case management system (CME System).



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Bodies Made Ready for Release On Time	100.0%	100.0%	100.0%	100.0%
Final Death Certificates Completed On Time	97.0%	91.6%	95.0%	98.0%
Investigative Reports Completed On Time	87.0%	93.2%	94.0%	95.0%
Toxicology Reports Completed On Time	99.5%	100.0%	100.0%	100.0%
Examination Reports Completed On Time	91.5%	83.1% ¹	89.0%	95.0%

¹ Examination Reports Completed On Time: Goal of 91.5% proved overly optimistic in relation to forensic pathologists' available staff hours and workload.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Decedent Investigations	50.00	50.00	50.00
Total	50.00	50.00	50.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Decedent Investigations	\$ 5,312,234	\$ 5,326,114	\$ 5,460,307	\$ 5,752,927
Total	\$ 5,312,234	\$ 5,326,114	\$ 5,460,307	\$ 5,752,927

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 3,836,417	\$ 3,878,411	\$ 4,169,866	\$ 4,409,630
Services & Supplies	1,372,729	1,250,968	1,270,441	1,293,297
Fixed Assets Equipment	31,000	196,734	20,000	50,000
Management Reserves	72,088	—	—	—
Total	\$ 5,312,234	\$ 5,326,114	\$ 5,460,307	\$ 5,752,927

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 145,972	\$ 145,972	\$ —	\$ —
Intergovernmental Revenues	—	65,578	—	—
Charges For Current Services	463,377	469,512	481,626	491,258
Miscellaneous Revenues	39,367	53,635	41,228	42,053
General Revenue Allocation	4,663,518	4,591,417	4,937,453	5,219,616
Total	\$ 5,312,234	\$ 5,326,114	\$ 5,460,307	\$ 5,752,927

Probation



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.

2001-02 Accomplishments

Crime Prevention

- Supervised 4,362 wards of the Juvenile Court and conducted over 11,000 social studies providing sentencing recommendations to the Juvenile Court.
- Provided for the safety and security of wards in juvenile detention facilities including an average of 471 youth in Juvenile Hall, 145 boys at the Juvenile Ranch Facility, 30 girls at the Girls' Rehabilitation Facility, and 138 boys at Camp Barrett.
- Supervised 17,681 adult offenders on probation and prepared almost 12,000 pre-sentence investigations providing sentencing recommendations to the court.

- Conducted over 12,000 substance abuse assessments on adult probationers.
- Implemented the Truancy Suppression Program with funding from the Crime Prevention Act of 2000 providing intensive supervision of juveniles made wards of the court because of chronic truancy behaviors.
- Implemented 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.
- Implemented a Relationship Violence/Domestic Violence Intervention Program for wards at Juvenile Hall, Girls Rehabilitation Facility, and Juvenile Ranch Facility.

Regional Leadership

- In conjunction with the Public Safety Group, identified operational funding for the East Mesa Juvenile Hall, which is scheduled for opening in Fiscal Year 2003-04.
- Implemented the \$10 million Crime Prevention Act of 2000 program approved by the Board of Supervisors; and secured continued program funding beyond June 2002.



- Formed collaborative relationships with treatment agencies, County partners, the Court, and the public necessary to make the implementation of Proposition 36 a success.
- Expanded operation of the Community Resource Officer Program (CROP), in which probation officers are out-stationed at law enforcement agencies, and expanded the program to address the need for improved supervision and/or transportation of juvenile offenders in North County.
- Resources are included to establish two Community Resource/law enforcement Drop Off Centers located in North County and the San Diego Mid-City region. These centers are supervised by probation officers and allow law enforcement officers to drop off juveniles exhibiting delinquent behavior and return to the field.

Technology

- Accessed 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.
- Completed the infrastructure transformation including the deployment of 1,200 desktop computers on a newly replaced LAN system.

2002-04 Objectives

Crime Prevention

- Increase the participation of school districts in the Truancy Intervention Program (TIP).
- 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.

- Coordinate with Drug Court Steering Committee to implement a stronger parent involvement aspect to Juvenile Drug Court programs and development of a mentoring program for Drug Court participants.
- Collaborate with school districts to provide assistance in achieving safe and healthy campuses through Community Assessment Teams, Community Response Officers, and School Probation Officers.
- In coordination with the State Department of Mental Health, implement a program to supervise and monitor sexually violent predators released from Atascadero State Hospital.
- Expand detention capability for juvenile offenders, by opening the East Mesa Juvenile Detention Facility in Fiscal Year 2003-04.

Regional Leadership

- Expand cooperative and innovative partnerships between Probation and local law enforcement to monitor probationers through the operation of the Community Resource Officer Program.

Fiscal Stability

- Review operations for potential savings that can be redirected to the scheduled opening of the East Mesa Juvenile Hall in Fiscal Year 2003-04.
- Achieve 10% reduction in energy consumption at selected high-usage County owned facilities through new technologies in lighting, heating and air conditioning.

Technology

- Explore improved business practices brought about through new technology including bar code reader use in Prop 36, automated offender appointment reminder system to reduce “no-show” rate, broader use of ARJIS-NET, and document imaging.



- Explore information sharing with other components of the justice system through installation of new hardware and software applications.
- Work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.

Changes from 2001-02 Adopted

Expenditure

- Salaries and benefits increased by \$9.1 million due to negotiated salary and benefit increases, mid year adjustments, and roll over of unspent grant funds into Fiscal Year 2002-03.
- Services & Supplies have been reduced by \$3.2 million. These reductions include savings from one-time Information Technology costs (\$0.4 million) and additional \$1.2 million in Major Maintenance. The reduction in Contracted Services reflects a \$1.0 million decrease in Programs costs. Cost Applied account was reduced by \$0.5 million, a reduction in food costs at Juvenile Hall, to reflect a lower average daily population in institution. Additionally, Public Liability Insurance was reduced by \$0.2 million.
- The \$4.0 million reduction in Other Charges is from reductions in the Foster Care Budget, with corresponding reductions in State and Federal Revenue. The reduction reflects fewer wards committed to out-of-home placements. The corresponding General Revenue of \$1.6 million from this reduction has been used to provide funding for the juvenile facility at Camp Barrett.

Revenue

- On October 23, 2001 the Board of Supervisors approved acceptance of the Juvenile Accountability Incentive Block Grant, providing a web site sharing information between elements of the Juvenile Justice system,

Community Response Officer Program (CROP) and Resource Center pilots. An additional 21 positions were added, offset by \$1.1 million in revenue.

- The State Budget Act of 2001-02 provides continued funding for CPA 2000 for Fiscal Year 2002-03 under the new name Juvenile Justice Crime Prevention Act (JJCPA). Probation's second year allocation is \$9.6 million.
- Proposition 36 requires offenders convicted for non-violent drug possession offenses be referred to substance abuse treatment instead of prison or local custody. The Fiscal Year 2002-03 program costs are offset by \$2.3 million in revenue.
- This Operational Plan includes a net reduction in revenue of \$1.2 million. The change is primarily the result of \$2.5 million reduction in Management Reserves supporting IT and Major Maintenance projects and an increase in revenue as a result of \$1.4 million in carryover grant funds and miscellaneous other changes.

Staffing

- Mid-year adjustments to the Fiscal Year 2001-02 budget added one school officer position funded by SB1095, 21 positions to staff juvenile drop off centers, and five positions to expand the CROP (Community Response Officer Program) to North County funded by the Juvenile Accountability Incentive Block Grant.
- A reduction of twelve positions in order to offset increases in other Public Safety Departments.
- An increase of six positions due to partially funded positions being converted to full-year funded positions.
- The East Mesa Juvenile Detention Facility will open in Fiscal Year 2003-04; included in the operational plan is an additional 168 positions, which reflects six months of operations in Fiscal Year 2003-04.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Available Able-Bodied Offenders on Intensive Supervision Employed within Six Weeks	80%	91%	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%	70%	70%	70%
Wards Successfully Completing Probation	75%	77%	75%	75%
Offenders in the WATch Program Delivering Tox-Free Babies	100% Teen 100% Adult	100% Teen 100% Adult	100% Teen 100% Adult	100% Teen 100% Adult
Wards Who Complete the Juvenile Ranch Facility Program Successfully	75%	85%	87%	87%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Adult Field Services	459.00	447.00	447.00
Institutional Services	501.41	483.99	609.99
Juvenile Field Services	395.00	429.00	429.00
Special Supervision	42.00	50.00	50.00
Department Administration	72.75	81.00	81.00
Total	1,470.16	1,490.99	1,616.99

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Adult Field Services	\$ 25,605,781	\$ 28,907,946	\$ 27,182,082	\$ 29,031,600
Institutional Services	29,594,992	31,311,615	30,829,508	35,636,217
Juvenile Field Services	54,944,365	51,492,080	54,468,042	55,684,843
Special Supervision	2,301,120	1,863,446	2,956,098	3,218,986
Department Administration	22,591,319	16,717,744	20,174,871	12,526,115
Probation Asset Forfeiture Program	50,000	60,256	180,000	180,000
Probation Inmate Welfare Fund	331,000	270,912	341,500	341,500
Total	\$ 135,418,577	\$ 130,624,002	\$ 136,132,101	\$ 136,619,261

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 76,326,082	\$ 77,404,444	\$ 85,497,492	\$ 88,913,067
Services & Supplies	38,615,920	39,553,106	35,463,599	32,535,184
Other Charges	19,865,396	14,273,786	15,794,121	15,794,121
Fixed Assets Equipment	174,000	266,544	139,000	139,000
Expenditure Transfer & Reimbursements	(851,947)	(873,879)	(762,111)	(762,111)
Management Reserves	1,289,126	—	—	—
Total	\$ 135,418,577	\$ 130,624,002	\$ 136,132,101	\$ 136,619,261



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 5,755,245	\$ 5,755,245	\$ 3,311,000	\$ 4,406,000
Fines, Forfeitures & Penalties	—	31,050	—	—
Revenue From Use of Money & Property	200,000	262,023	210,500	341,500
Intergovernmental Revenues	48,770,953	44,594,127	47,295,354	45,985,513
Charges For Current Services	7,448,852	8,478,801	7,806,531	7,814,311
Miscellaneous Revenues	167,470	425,990	167,464	167,464
Other Financing Sources	19,951,136	22,334,821	22,377,801	19,975,818
General Revenue Allocation	53,124,921	48,741,945	54,963,451	57,928,655
Total	\$ 135,418,577	\$ 130,624,002	\$ 136,132,101	\$ 136,619,261

Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes or faced with the potential loss of substantial rights. This includes both adults and juveniles charged with murders; attempted murders; felony crimes against the person (e.g., robbery, rape, mayhem, etc.); felonies involving drugs or theft or harm to property; and misdemeanors. The Public Defender also provides representation in some civil cases, such as juvenile dependency, mental health matters and sexually violent predators. 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.

2001-02 Accomplishments

Crime Prevention

- Provided legal representation in 50 homicide or attempted homicide, 2,192 violent crime, 13,979 property and drug, 71,971 misdemeanor, and 3,193 delinquency cases.
- Provided legal representation in 6,222 dependency cases in an effort to protect the rights of children.
- Established a "Post-Sentencing" division to focus on client follow-through after sentencing in order to improve client services and reduce probation violations. This unit targets the clients served due to Probation Violations or through the Proposition 36 and Drug Court programs.
- Participated as a partner with all other affected agencies in making the Proposition 36 Program (focuses on treatment rather than incarceration) a success.

- Partnered with the District Attorney, United African American Ministerial Action Council, Superior Court, Probation, San Diego Community College, and San Diego Council on Literacy in establishing the Literacy Intervention Project. Clients who are eligible can be ordered to pursue their GED instead of sentenced to custody.
- Participated as a full team member in the development of the County's Sex Offender Management Plan.
- Assisted in the countywide partnership to complete the process of finding a contractor to operate the San Pasqual Academy and making the academy a reality.

Human Resources Modernization

- Established separate training committees for investigative and clerical staff in order to better focus on job development and career advancement for support staff.
- Restructured the organization by dividing the department's non-attorney functions into two separate divisions: Finance and Operations, and Litigation Support. The Litigation Support Division focuses on assisting the attorney with activities that take place outside the courtroom, such as preparing witnesses,



developing courtroom exhibits, and preparing PowerPoint presentations, to allow attorneys to focus on the activities that occur in the courtroom.

- The Diversity Committee surveyed staff to identify needs and perceptions of the department's diversity efforts. Survey results led to a quarterly Diversity Newsletter, distribution of staff meeting minutes department-wide, more aggressive recruitment efforts, and the launching of a Diversity Committee Mentorship Program.

Workplace Improvement

- Completed Phase II of our Ergonomic Initiative, which completed the upgrade of almost all clerical and administrative staff to more modern ergonomic workstations.
- Completed security and beautification upgrades to reception areas at two branch offices.

Technology

- Completed the development of a new Criminal and Mental Health case management system.
- Completed the preliminary design of a new document imaging system 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.

2002-04 Objectives

Crime Prevention

- 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 clients in their neighborhoods.
- Use the new case management system to identify areas for improvement in client services and in allocation of resources.

- Maximize the value of a near paperless system to increase employee productivity and eliminate duplication of effort whenever possible.
- Continue to expand litigation support services with a focus on better service to the client, while emphasizing usage of the correct classification of employee for the service provided.

Human Resources Modernization

- Develop a comprehensive recruitment, training and retention plan for clerical staff.
- Develop a training program that will increase the value of services provided by investigators.

Workplace Improvement

- Initiate Phase III of the Ergonomic Initiative, which will focus on upgrading attorney, paralegal and investigator workstations.

Technology

- Participate in the County Justice Data Integration Project, which will focus on the integration of new departmental criminal justice automation systems.
- Develop the interface between the document imaging system and the department's new criminal case management system.
- Work to achieve successful deployment of the new Oracle financial system and Kronos time collection system in conjunction with the County's transition to an Enterprise Resource Planning (ERP) system.

Changes from 2001-02 Adopted

Expenditure

- The Department of the Public Defender will have a net expenditure increase of \$188,965 due to negotiated salary and benefits increases.



Revenue

- The Department of the Public Defender increased revenues by \$436,722 which is primarily reflected in the following areas: 1) State revenue of \$364,107 will offset

staff increases in the Dependency Division; and 2) attorney fee collections anticipated increases of \$129,412.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Provide legal representation for the following cases:				
Homicide/Attempted Homicide	70	50	52	52
Violent Crime	2,300	2,192	2,250	2,250
Property and Drug	13,000	13,979	14,500	14,500
Misdemeanor	70,000	71,971	76,700	76,700
Delinquency	3,200	3,193	3,170	3,170
Dependency (No. of open cases FY end)	7,600	6,222	6,500	6,500



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Indigent Defense	369.00	369.00	369.00
Total	369.00	369.00	369.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Indigent Defense	\$ 38,994,325	\$ 37,526,752	\$ 39,183,290	\$ 41,488,037
Total	\$ 38,994,325	\$ 37,526,752	\$ 39,183,290	\$ 41,488,037

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 32,760,662	\$ 31,130,841	\$ 33,483,027	\$ 35,787,774
Services & Supplies	5,510,350	6,350,339	5,700,263	5,700,263
Fixed Assets Equipment	—	45,571	—	—
Management Reserves	723,313	—	—	—
Total	\$ 38,994,325	\$ 37,526,752	\$ 39,183,290	\$ 41,488,037

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Intergovernmental Revenues	\$ 4,938,869	\$ 4,953,592	\$ 5,292,012	\$ 5,292,012
Charges For Current Services	925,469	1,138,562	1,054,881	1,053,881
Miscellaneous Revenues	281,083	246,260	235,250	235,250
Other Financing Sources	72,239	72,239	72,239	72,239
General Revenue Allocation	32,776,665	31,116,099	32,528,908	34,834,655
Total	\$ 38,994,325	\$ 37,526,752	\$ 39,183,290	\$ 41,488,037

San Diego County Grand Jury



Department Description

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

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.

2001-02 Accomplishments

Regional Leadership

- Reviewed, prioritized, and investigated all significant complaints, issues and other County matters of civil concern brought before the Grand Jury. The Civil Grand Jury reviewed 68 non-criminal complaints during the fiscal year.
- Submitted the Grand Jury final report to the Presiding Judge, the Board of Supervisors, and all other responsible agencies, where applicable, as required by law (Penal Code §933).
- In response to criminal complaints filed by the District Attorney, conducted timely hearings to determine whether there is sufficient evidence to bring an indictment charging a person with a public offense.

- Returned criminal indictments when warranted, and prepare other reports and declarations as required by law (Penal Code §939.8 et seq). The Criminal Grand Jury issued 65 criminal indictments.

2002-04 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 2001-02 Adopted

Expenditure

- The Proposed Operational Plan for Fiscal Year 2002-03 includes a Salaries and Benefits increase of approximately \$1,700 for negotiated salary and benefit increases, and a Services and Supplies increase of approximately \$41,000 to meet operational needs, primarily technology.
- The Proposed Operational Plan for Fiscal Year 2003-04 includes a Salaries and Benefits increase of approximately \$6,300 for negotiated salary and benefit increase.

Revenue

- The Proposed Operational Plan for Fiscal Year 2002-03 includes a General Revenue Allocation increase of approximately \$42,700 to meet the increased resource needs.
- The Proposed Operational Plan for Fiscal Year 2003-04 includes a General Revenue Allocation of \$6,500 to meet the increased resource needs.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Grand Jury Operations	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Grand Jury Operations	\$ 437,013	\$ 415,498	\$ 479,748	\$ 486,236
Total	\$ 437,013	\$ 415,498	\$ 479,748	\$ 486,236

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 77,363	\$ 78,362	\$ 79,072	\$ 85,360
Services & Supplies	359,650	337,136	400,676	400,876
Total	\$ 437,013	\$ 415,498	\$ 479,748	\$ 486,236

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 26,048	\$ 22,536
Miscellaneous Revenues	—	1,301	—	—
General Revenue Allocation	437,013	414,197	453,700	463,700
Total	\$ 437,013	\$ 415,498	\$ 479,748	\$ 486,236

Health and Human Services Agency

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Health and Human Services Agency Summary
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Illness Prevention and Independence
.....

Self Sufficiency and Personal Responsibility
.....

Safe Communities
.....

Healthy Communities
.....

Healthy Behavior and Lifestyles
.....

Administrative Support
.....

Health and Human Services Agency Summary



Agency Description

The Health and Human Services Agency provides a broad range of health and social services promoting wellness and improving access to healthcare to the uninsured, 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 services, while promoting self-reliance and personal responsibility.

2001-02 Accomplishments

Self Sufficiency

- Opened the San Pasqual Academy in September 2001 and the non-profit contractor began operations to provide a stable, nurturing environment for foster youth. The Academy has received nation wide attention as a new model for supporting foster youth toward emancipation.
- Implemented the Public Authority for the Employee of Record for In-Home Supportive Services.
- Awarded 25 scholarships through Independent Living Skills to college students who emancipated from foster care. In addition, 10 youth received Child Abuse Prevention Foundation scholarships.
- Kept 90% of Welfare to Work participants who exited CalWORKSs cash assistance, due to earnings or employment, off aid for six months or longer.
- Increased the number of foster parents licensed by 13% in the Foster Care Licensing Program. The California Department of Social Services noted San Diego County as the only program in the State that achieved an increase.
- Successfully met State-required enrollment goals of 250 clients for the downtown homeless mentally ill project for adults and older adults. Of these, more than 100 clients are 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 and Center City Development Corporation. In addition, the program was awarded a State grant of \$1.6 million to expand the program to North County.



Health and Wellness

- Expanded the Children's Mental Health Services system capacity by 49%, exceeding the 15% goal, with emphasis on EPSDT funded school-based services currently in 229 schools.
- Provided funding from Tobacco Settlement funds to twelve community-based agencies/organizations and schools for smoking prevention and cessation services to youth and adults.
- Provided information and referral services regarding health insurance to 8,130 clients through San Diego Kids Health Assurance Network (SD-KHAN).
- Monitored and ensured that 95% of all first graders met the State school health related entrance requirements.

Crime Prevention

- Implemented Proposition 36, Substance Abuse and Crime Prevention Act of 2000, by providing treatment services, in collaboration with the Public Safety Group, to an estimated 2,500 eligible County probationers and State parolees in lieu of placement in State prison or local custody.
- Implemented 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 address delinquency and juvenile crime.
- Implemented Domestic Violence Response teams in each of the Health and Human Services Agency six regions.
- Provided 733 Adult Protective Services community education presentations.

2002-04 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.
- Conduct an evaluation of foster care youth who reside at San Pasqual Academy, a state-of-the-art residential education campus, to determine their overall preparation for independent living.
- Recalculate the "60-month" Temporary Assistance to Needy Families (TANF) clock pursuant to new State instructions thereby ensuring continuation of assistance for working families for the maximum available period.
- Unify or reunify with a permanent family 90% of children in the Child Protective Services system.
- Continue implementing activities for the IHSS Public Authority.

Health and Wellness

- Launch initiatives that focus directly on child health issues such as asthma and childhood obesity. The Agency will support the creation of the San Diego County Coalition on Children and Weight through a public-private partnership, and implement a Public Health education campaign that focuses on children's asthma, the leading serious chronic illness among San Diego County children.
- Continue to implement the Children's Mental Health Services Initiative and provide services for up to 200 Seriously Emotionally Disturbed children and adolescents at the current budget and level of funding.
- Continue to expand Children's Mental Health Services system capacity by 10%. Focus will continue on school based services, intensive case management, wraparound and specialized residential treatment.



- Lead the County in bioterrorism preparedness planning and education.
- Improve public health infrastructure including an assessment of the County's trauma system.
- Provide information and referral services to 8,000 clients annually through San Diego Kids Health Assurance network (SD-KHAN).
- Develop 17 additional senior fitness classes, with a minimum of 20 participants in each class.
- Implement a childhood asthma initiative.

Crime Prevention

- Maintain treatment services of Proposition 36, Substance Abuse and Crime Prevention Act of 2000, in collaboration with the Public Safety Group, to 3,500 eligible County probationers and State parolees in lieu of placement in State prison or local custody and provide treatment services to an additional 1,500 probationers and State parolees for a total of 5,000.
- Monitor and ensure that 80% of youth, ages 8 to 17, who received Juvenile Diversion services from contractors, will have no contact with the juvenile justices system, as measured by case records at six-month follow-up.
- Develop an Elder Death Review Team working in conjunction with the District Attorney, Medical Examiner and other community partners.

Realignment Funding Changes

The CAO Proposed Operational Plan has been balanced using a variety of financing sources. One in particular that bears special mention is realignment. When the State legislature realigned various health and social services

programs and their funding sources in 1991, it recognized that counties, more than the State, are in a position to fund programs according to the unique circumstances within each particular county. Therefore, the legislature granted counties the authority to transfer up to 10% of the funds received in any of the three realignment accounts (health, mental health, and social services) to any of the other realignment accounts on an annual basis. This was done particularly to give counties the ability to fund social services caseload growth, but the transfers can be used for other needs.

Due to the slowing of the economy, the underlying revenue sources for realignment (sales tax and motor vehicle license fees) are projected to flatten out in Fiscal Year 2002-03. Consequently, the amount of money available from projected social services realignment alone would not be sufficient to fund the social services caseload growth costs. To address this issue, the Health and Human Services Agency's Operational Plan includes the transfer of \$9 million of health realignment and \$4 million of mental health realignment funds to social services realignment for Fiscal Year 2002-03. The transfer of these funds does not result in any reduction in either health or mental health services.

Tobacco Settlement Funds

Due to the establishment of a Special Revenue Fund for the Securitized Tobacco Settlement proceeds there is a decrease in Intergovernmental Revenue and an increase in Other Financing Sources to recognize the reclassification of this financing source from revenue to an operating transfer. The net increase shown in Other Financing Sources is \$29.5 million.



Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Illness Prevention and Independence	1,451.07	1,422.07	1,422.07
Self Sufficiency and Personal Responsibility	2,039.65	1,968.24	1,968.24
Safe Communities	1,520.50	1,579.00	1,579.00
Healthy Communities	556.17	560.17	560.17
Healthy Behavior and Lifestyles	80.00	82.00	82.00
Administrative Support	584.75	625.25	625.25
Total	6,232.14	6,236.73	6,236.73

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Illness Prevention and Independence	\$ 413,050,319	\$ 405,157,078	\$ 490,280,027	\$ 495,882,764
Self Sufficiency and Personal Responsibility	451,369,858	393,119,846	427,379,117	429,887,458
Safe Communities	147,054,790	156,485,001	168,885,928	172,359,437
Healthy Communities	146,689,805	150,061,517	145,726,467	147,557,704
Healthy Behavior and Lifestyles	58,481,061	54,784,671	62,860,986	57,884,765
Administrative Support	127,834,051	116,101,030	124,299,009	110,262,490
Realignment Revenue Funds	263,466,200	275,790,189	310,532,864	306,204,768
Total	\$ 1,607,946,084	\$ 1,551,499,335	\$ 1,729,964,398	\$ 1,720,039,386

Illness Prevention and Independence



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 and 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 and 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.

2001-02 Accomplishments

Self Sufficiency

- Continued to work on automating the In-Home Supportive Services (IHSS) program, including review of automation options for the IHSS payroll system.
- Implemented the Public Authority for the Employer of Record for IHSS.
- Developed 12 senior fitness classes and presented 23 health educational presentations on osteoporosis to seniors.
- Rolled out intake of IHSS by Call Center staff for all district offices.
- Continued implementation of regional integrated Adult/Older Adult mental health services system redesign with full implementation in the East Region.
- Achieved State-required enrollment goals of 250 clients for the downtown homeless mentally ill project for adults and older adults. Of these, more than 100 clients are 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 and Center City Development Corporation. In addition, the program was awarded a State grant of \$1.6 million to expand the program to North County.

- Received Board approval to proceed with the design and financing of a new Edgemoor Hospital.

Health and Wellness

- Continued to review 100% of California Children's Services families for Medi-Cal/Healthy Families eligibility. In January 2002, there were 1497 Healthy Families cases, compared with 647 cases in January of 2001, an increase of 850.
- Continued implementation of the Children's Mental Health Services Initiative and provided services for 200 Seriously Emotionally Disturbed children and adolescents as of January 2002.
- Expanded the Children's Mental Health Services system capacity by 49%, exceeding the 15% goal, with emphasis on EPSDT funded school-based services currently in 229 schools.



- Implemented a new tracking system to document the number of days between date of referral and date of assessment visit for those referred for Lanterman-Petris-Short, Mental Health Conservatorship program. The system monitors and ensures timely response of referrals.

2002-04 Objectives

Self Sufficiency

- Continue work on automating the IHSS program, including review of automation options for the IHSS payroll system.
- Initiate a new unit for IHSS in the La Mesa area, to be co-located with Adult Protective Services, in Fiscal Year 2002-2003.
- Roll out intake of IHSS by Call Center staff for all district offices.
- Maintain State-required enrollment goals of 250 clients for the downtown homeless mentally ill project for adults and older adults and achieve State-required enrollment goals of 90 clients for the North County homeless mentally ill project; maintain State required performance outcomes, including decreased incarceration, re-hospitalization and homelessness and increased sustained housing.
- Continue implementing activities for the IHSS Public Authority.

Health and Wellness

- Develop 17 additional senior fitness classes and increase the health education presentations on osteoporosis to seniors in the community to 25.
- Accomplish eight formal health presentations on Fall Prevention and implement six osteoporosis screening activities through the North Central Public Health Center "No More Falls" grant program.

- Review 100% of California Children's Services families for Medi-Cal/Healthy Families eligibility.
- Implement a childhood asthma initiative.
- Continue the regional integrated Adult/Older Adult mental health services system redesign, implementing the Central, North Central and South regions.
- Continue to implement the Children's Mental Health Services Initiative and provide services for up to 200 Seriously Emotionally Disturbed children and adolescents at the current budget and level of funding.
- Continue to expand Children's Mental Health Services system capacity by 10%. Focus will continue on school based services, intensive case management, wraparound and specialized residential treatment.

Changes from 2001-02 Adopted

Fiscal Year 2002-03

Expenditures

Increases overall expenditures by \$77.2 million for Fiscal Year 2002-03:

- \$3.9 million increase in Salaries and Benefits for step increases and negotiated salary and benefits increases.
- \$0.5 million increase in Salaries and Benefits in Mental Health Services for staff transferred from Contract Operations due to the restructuring of the Agency Contract Operations.
- \$67.9 million increase in Services and Supplies for contracted services:
- \$8.8 million increase for Adult Mental Health Services' increased acute day rate for Inpatient Fee-for-service (FFS), START program, Therapeutic Behavioral Services and ACT program for EPSDT young Adults, Dual Diagnosis, rate increase for Fee-For-Service psychiatrists, disaster training, and other increased costs of institutional services and contracts.



- \$20.3 million increase for Children’s Mental Health Services’ EPSDT expansion, (\$10.6 million approved mid-year for EPSDT expansion Phase 3 & 4), annualization of contract costs, and other increased costs of contracts.
- \$3.4 million increase in cost of IHSS contracted services.
- \$37.4 million increase in IHSS Individual Provider services for hourly rate increase, health benefits, and approximately 7.5% growth.
- \$0.6 million increase for a federal grant for equipment improvement and upgrades of the Edgemoor facility.
- \$0.4 million increase for other AIS programs.
- \$1.0 million increase for Pharmacy costs.
- \$2.7 million decrease for major maintenance projects.
- \$1.0 million decrease for minor equipment.
- \$0.3 million decrease for professional services.
 - \$1.2 million increase in Other Costs for IHSS improvements.
 - \$3.7 million increase in Operating Transfer Out for the IHSS Public Authority.

Revenue

Increases overall revenue by \$73.6 million in Fiscal Year 2002-03:

- \$59.4 million increase in Intergovernmental Revenue due to:
 - \$32.9 million increase for IHSS.
 - \$11.5 million increase in Medi-Cal.
 - \$8.3 million increase in EPSDT.
 - \$6.3 million increase in Managed Care.
 - \$2.2 million increase in State Reimbursements.

- \$1.6 million increase in State Aid – Health.
- \$ 1.3 million increase in Foster Care.
- \$4.7 million decrease in Tobacco Settlement Funds.
- \$4.6 million increase in Charges for Current Services (Institutional Care).
- \$11.7 million increase in Other Financing Sources:
 - \$4.7 million increase in Securitized Tobacco Settlement Funds.
 - \$10.5 million increase in Social Services Realignment.
 - \$3.1 million decrease in Health Realignment.
 - \$0.4 million decrease in Mental Health Realignment.
 - \$2.1 million decrease in Fund Balance designation.

The net General Allocation Revenue increased by \$3.6 million for this program. This is due to the redistribution of funds within the Health and Human Services Agency programs to more accurately reflect where revenue is earned and where County match requirement and maintenance of efforts are needed.

Staffing

- Adds two staff years in Mental Health Services due to the Fiscal Year 2001-02 mid-year restructuring of the Agency Contract Operations.
- Transfers 31 staff years to Safe Communities, Public Health Services to accommodate the Agency’s Board approved restructuring plan for the San Diego State Foundation contract.

Significant Changes in Fiscal Year 2003-04

- Fiscal Year 2003-04 is \$5.6 million more than Fiscal Year 2002-03 due to a \$2.2 million increase in negotiated salary increases and \$3.4 million increase in contracted services.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Improve Adult mental health clients' Global Assessment for Function (GAF) Scale levels in 24-hour programs	+8 GAF Pts.	8.65 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	14 ¹	10.6	14 ¹	14 ¹
Percentage of children and youth receiving services who demonstrate significant improvement on the Child Behavior Check List (CBCL) [The State has notified program to discontinue collecting this measure]	46%	46%	46%	46%
Percentage of children receiving services who demonstrate significant improvement on the Child and Adolescent Functional Assessment Skills (CAFAS) [The State has notified program to discontinue collecting this measure]	39%	42.4%	39%	39%
Improve access to Children's Mental Health outpatient treatment by ensuring waiting time does not exceed the following days	14	12	14	14
Children and youth served in the System of Care Initiative who avoid residential placement	70%	91.9%	70%	70%
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.	14,000	16,357	16,500	16,750

¹ 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 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
South Region California Children's Services	129.75	129.75	129.75
Aging and Independence Services	621.50	612.50	612.50
Children's Mental Health Services	222.41	224.91	224.91
Contract Operations	23.00	—	0.00
Adult Mental Health Services	454.41	454.91	454.91
Total	1,451.07	1,422.07	1,422.07

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
South Region California Children's Services	\$ 11,488,831	\$ 9,230,864	\$ 11,904,675	\$ 12,296,284
Aging and Independence Services	165,507,042	160,611,683	211,058,569	224,262,567
Children's Mental Health Services	108,143,393	106,315,029	131,944,594	129,629,862
Contract Operations	1,416,335	173,330	—	—
Adult Mental Health Services	122,583,776	125,204,567	131,295,879	125,617,741
Ambulance CSA's - Health & Human Services	3,910,942	3,621,602	4,076,310	4,076,310
Total	\$ 413,050,319	\$ 405,157,078	\$ 490,280,027	\$ 495,882,764

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 82,206,467	\$ 80,351,829	\$ 86,606,598	\$ 90,092,593
Services & Supplies	291,264,684	284,400,070	359,212,843	361,467,537
Other Charges	39,349,295	37,429,841	40,500,529	40,500,529
Fixed Assets Equipment	291,530	15,435	255,120	76,913
Expenditure Transfer & Reimbursements	(61,657)	—	(61,657)	(61,657)
Operating Transfers Out	—	2,959,901	3,766,594	3,806,849
Total	\$ 413,050,319	\$ 405,157,078	\$ 490,280,027	\$ 495,882,764



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 2,240,000	\$ 2,240,000	\$ 152,231	\$ 12,231
Taxes Current Property	779,828	861,479	801,610	801,610
Taxes Other Than Current Secured	9,567	16,235	10,179	10,179
Fines, Forfeitures & Penalties	107,933	189,988	107,933	107,933
Revenue From Use of Money & Property	180,947	548,339	183,687	183,687
Intergovernmental Revenues	248,565,740	231,673,898	307,972,877	309,210,236
Charges For Current Services	20,276,994	24,214,794	24,912,778	25,052,778
Miscellaneous Revenues	2,188,503	5,569,120	2,205,169	1,036,000
Other Financing Sources	129,014,253	133,064,642	140,683,849	139,834,242
General Revenue Allocation	9,686,554	6,778,583	13,249,714	19,633,868
Total	\$ 413,050,319	\$ 405,157,078	\$ 490,280,027	\$ 495,882,764

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.

2001-02 Accomplishments

Self-Sufficiency

- Determined 94% of all childcare payment eligibilities within 30 days.
- Opened the San Pasqual Academy in September 2001 and the non-profit contractor began operations to provide a stable, nurturing environment for foster youth.
- Maintained an accuracy rate of 90% in the maintenance of Food Stamp Caseloads. Federal tolerance for all States is 92%.
- Engaged 51.5% of employable CalWORKs clients in unsubsidized employment.
- Monitored and insured that 80% of refugees who completed training achieved employment in Fiscal Year 2001-02.

- Awarded 25 scholarships through Independent Living Skills to college students who emancipated from foster care. In addition, 10 youth received Child Abuse Prevention Foundations scholarships.
- Issued 99% of child care payments within 10 days of receipt of attendance sheets.
- Maintained 90% of Welfare to Work participants who exited CalWORKs cash assistance due to earnings off aid for six months or longer.
- Increased by 6% the number of veteran's dependents enrolled in the State College Fee Waiver Program.
- Increased foster care licensure by 13% in the Foster Care Licensing Program. The California Department of Social Services noted this as the only program in the state that showed an increase.

Technology

- Interfaced the IAR (Information Assessment and Referral: No-wrong door policy) SMART system with three client databases in Fiscal Year 2001-02, thereby increasing the quality and efficiency in determining client needs and connecting them with services.



- Increased the number of calls to the Aging & Independence Services Call Center by 12.5%.

2002-04 Objectives

Self-Sufficiency

- Engage at least 50% of employable CalWORKs clients in unsubsidized employment.
- Maintain an accuracy rate of 89.7% 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.
- Maintain 90% of Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment 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 veterans' dependents enrolled in the State College Fee Waiver Program.
- Conduct an evaluation of foster care youth who reside at San Pasqual Academy, a state-of-the-art residential education campus, to determine their overall preparation for independent living.
- Recalculate the "60-month" clock pursuant to new State instructions thereby ensuring continuation of higher assistance for working families for the maximum available period.

Technology

- Interface the IAR (No-wrong door policy) SMART system with at least two client databases in Fiscal Year 2002-03, 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 10%.
- Promote Internet access and the region's public library system as tools to improve literacy and learning for County residents of all ages and economic backgrounds in an effort to narrow the digital divide and encourage life-long learning.

Changes from 2001-02 Adopted

Expenditure

Decreases overall expenditures \$24 million for Fiscal Year 2002-03:

- \$9 million decrease in Services and Supplies due to:
 - \$4.1 million decrease in CalWORKs Incentive Fund contracts.
 - \$2.7 million decrease in Welfare to Work contracts.
 - \$0.6 million decrease in major maintenance projects.
 - \$1.7 million decrease in minor equipment for modular furniture.
 - \$0.1 increase for computer related activities based on funds available from donations to the San Pasqual Academy, salary adjustment, and Services and Supplies for Veteran's Affairs.
- \$15 million decrease in Other Charges due to:
 - \$6 million increase in Foster Care payments.
 - \$1.3 million increase in Child Care stipends.
 - \$22.3 million decrease in CalWORKs aid payment as a result of successfully increasing the self-sufficiency of clients.

Revenue

Decreases overall revenue by \$47.9 million for Fiscal Year 2002-03:

- \$49.4 million decrease in Intergovernmental Revenues:
 - \$24.1 million due to declining CalWORKs caseloads.



- \$25.3 million redistributed within the Health and Human Services agency programs to more accurately reflect where revenue is earned.
- \$0.1 million increase in Miscellaneous Revenue for private donations to San Pasqual Academy.
- \$1.4 million increase in Other Financing Sources for increase in Foster Care payments

Staffing

Reduces 71 staff years in this program for Fiscal Year 2002-03:

- Transferred 31 staff years from this program to accommodate the Agency's Board approved restructuring plan for the San Diego State University Foundation contract.
- Transferred 40 staff years from this program due to the decentralizing of Contract Operations.

Significant Changes Fiscal Year 2003-04

- Fiscal Year 2003-04 is \$2.5 million more than Fiscal Year 2002-03 in expenditures and revenue mainly due to negotiated salary increases.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Employable CalWORKs recipients with earned income	47 to 50% ¹	51.5%	50%	50%
Child Care payment eligibility determinations completed within 30 days	90%	94%	90%	90%
Child care payments issued within 10 days of receipt of attendance sheets	N/A	99%	100%	100%
Welfare to Work participants who exit CalWORKs cash assistance due to earnings or employment and remain off aid for 6 months	90%	90%	90%	90%
Food Stamps payment accuracy rate	92%	89.7%	92%	92%
Percent of Independent Living Skills (ILS) Participants who complete High School or obtain a GED	63%	69%	64%	65%

¹ The CalWORKs earned income target is a graduated one – from 47% in July 2001 to 50% by June 2002.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	534.16	501.25	501.25
East Region	391.41	355.91	355.91
North Central Region	481.08	537.58	537.58
North Coastal Region	178.50	175.50	175.50
North Inland Region	178.50	178.50	178.50
South Region	201.00	184.50	184.50
Aging and Independence Services	4.00	4.00	4.00
Contract Operations	64.00	24.00	24.00
Policy and Program Support	7.00	7.00	7.00
Total	2,039.65	1,968.24	1,968.24

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	\$ 89,096,766	\$ 81,046,082	\$ 83,314,960	\$ 84,357,249
East Region	119,671,795	101,199,797	114,481,200	115,194,731
North Central Region	116,390,186	108,460,468	114,744,289	115,663,011
North Coastal Region	20,183,451	21,063,233	19,483,384	19,860,027
North Inland Region	29,970,120	22,525,390	28,498,695	28,810,840
South Region	58,733,977	48,470,119	53,321,322	53,683,436
Aging and Independence Services	753,566	842,682	805,185	824,796
Contract Operations	11,163,875	6,402,089	5,886,867	5,967,891
Policy and Program Support	5,406,122	3,109,981	6,843,215	5,525,477
Total	\$ 451,369,858	\$ 393,119,846	\$ 427,379,117	\$ 429,887,458



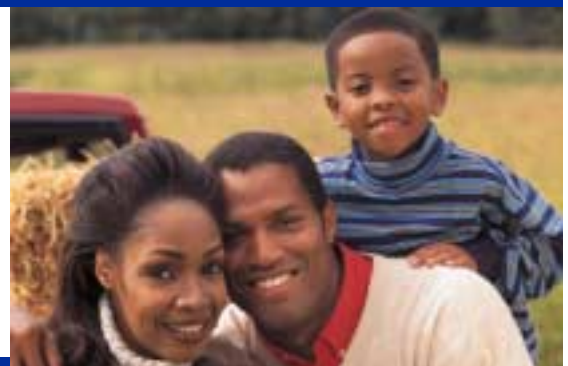
Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 85,785,210	\$ 82,564,626	\$ 85,707,954	\$ 89,592,168
Services & Supplies	52,005,287	36,034,513	43,116,417	41,747,282
Other Charges	313,552,486	274,464,042	298,554,746	298,548,008
Fixed Assets Equipment	26,875	118	—	—
Operating Transfers Out	—	56,545	—	—
Total	\$ 451,369,858	\$ 393,119,846	\$ 427,379,117	\$ 429,887,458

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 100,000	\$ —
Licenses Permits & Franchises	—	—	33,000	33,000
Revenue From Use of Money & Property	250,000	383,133	250,000	250,000
Intergovernmental Revenues	457,653,326	401,942,319	408,231,997	411,985,041
Charges For Current Services	196,350	9,539	208,677	208,677
Miscellaneous Revenues	3,727,873	3,537,867	3,840,619	3,846,606
Other Financing Sources	15,052,180	14,048,873	16,397,026	16,397,026
General Revenue Allocation	(25,509,871)	(26,801,885)	(1,682,202)	(2,832,892)
Total	\$ 451,369,858	\$ 393,119,846	\$ 427,379,117	\$ 429,887,458

Safe Communities



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.

2001-02 Accomplishments

Self Sufficiency

- Developed and implemented Emancipated Foster Youth housing program in collaboration with Housing and Community Development to 48 youths as of June 30, 2002.
- Opened San Pasqual Academy and the non-profit contractor began operations to provide a stable, nurturing environment for foster youth.
- Implemented the Countywide Family to Family program to develop regionally-based, alternative placements for abused and neglected children.
- Applied for and received a license to continue operations in Polinsky Children's Center as a result of changes in California Department of Social Services requirements for shelter care facilities.

- Increased foster care licensure in the County's Foster Care Licensing program. The California Department of Social Services noted this as the only program in the State that showed an increase.

Health and Wellness

- Provided four regional Commission on Children, Youth and Families forums for the discussion of issues related to children, youth, and families. Topics were San Diego Children's Report Card, Youth Violence Prevention, San Pasqual Academy, and Literacy Programs for Wards.
- Implemented a Child Assessment Network in North County to allow children brought into protective custody to remain in their own community and reduce the number of children detained at Polinsky Children's Center.
- Administered the Denver Developmental Screening Test (DDSTII) to 93.7% of the 922 children less than six years of age who were admitted to the Polinsky Children's Center. The target percentage was 90%.
- Conducted a full developmental evaluation of 62.6% of the children admitted to Polinsky Children's Center and who failed the DDSTII. The target percentage was 50%.



- Achieved 100% of the State target for the number of children placed in adoptive homes (2001-2002 target was 648).
- Maintained Critical Hours program efforts to engage a minimum of 8,015 middle school age youth in enriching and safe after school activities.
- Conducted two visits by the Ombudsman to all Skilled Nursing Facilities.

Crime Prevention

- Closed 95% of all Adult Protective Services cases within 12 months.
- Provided 733 Adult Protective Services community education presentations.
- Investigated 90% of allegations of elder abuse within ten days of initial report.
- Investigated 100% of all reports of abuse in each of the 100+ Skilled Nursing Facilities.
- No more than 25% of the Adult Protective Services cases were re-referred within six months of closing.
- Established an Adult Protective Services unit in the La Mesa area.
- Verified 80% of youths, ages 8 to 17, who received Juvenile Diversion services, had no contact with the juvenile justice system, as measured by case records at six-month follow-up.
- Implemented six Domestic Violence Response Teams; one in each Health and Human Services Agency regions.
- Increased the percentage of children in the Child Protective Services system who are safely reunited with their families within twelve months.
- Increased the placement alternatives for children who cannot safely return home.

2002-04 Objectives

Self Sufficiency

- Maintain 40% of relative placements under the new, more stringent State regulations for out-of-home placements.
- Unify or reunify with a permanent family 90% of children in Child Protective Services system.
- 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.

Health and Wellness

- Provide an annual assessment visit to 85% of all skilled nursing facilities, intermediate care facilities, and residential care facilities for the elderly.
- Ensure completion of necessary refurbishment and program design modifications as required for licensure for Polinsky Children's Center.
- Develop and implement a quality assurance plan by June 2003 to ensure appropriate services are being offered to each youth at Polinsky Children's Center.
- Increase placements of abused and neglected children in their community/region when placement in a licensed foster home is required.

Crime Prevention

- Close 95% of all Adult Protective Services cases within 6 months.
- Provide 500 Adult Protective Services community education presentations.
- Investigate 90% of allegations of elder abuse within ten days of initial report.
- Resolve 65% of all abuse and neglect complaints in nursing homes and residential care facilities to the satisfaction of the resident or complainant.



- Develop an Elder Death Review Team working in conjunction with the District Attorney, Medical Examiner, and other community partners.
- Verify that 80% of youths, ages 8 to 17, who received Juvenile Diversion services from contractors, will have no contact with the juvenile justice system, as measured by case records at six-month follow-up.
- Maintain 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.
- Maintain Critical Hours program efforts to engage a minimum of 8,000 middle school age youth in enriching and safe after school activities.
- Respond to at least 75% of all domestic violence calls when contacted by the designated law enforcement agency.

Changes from 2001-02 Adopted

Expenditure

Increases overall expenditures by \$21.8 million for Fiscal Year 2002-03:

- \$2.7 million increase in Salaries and Benefits for step increases, negotiated salaries and benefits adjustments, and staffing increases for the BioTerrorism program.
- \$3 million increase in Services and Supplies primarily for contracted services for BioTerrorism in Public Health, and abused and neglected children in North Central.
- \$16.6 million increase in Other Charges for North Central in Aid to Adoptive Children and Foster Care Eligibility due to increases in caseload costs.
- \$0.5 million decrease in Transportation Equipment in North Central due to completed vehicle purchases in Fiscal Year 2001-02.

Revenue

Increases overall revenue by \$21.8 million for Fiscal Year 2002-03:

- \$7.7 million increase in Intergovernmental Revenues for North Central primarily for Aid to Adoptive Children and augmentation of Child Welfare Services.
- \$1.4 million increase in Other Financing Sources for operating transfers within the Agency from Realignment revenues.
- \$13.4 million increase in General Revenue Allocation as funding is redistributed within the Health and Human Services Agency programs to more accurately reflect where revenue is earned.
- \$0.7 million decrease due to the following:
 - \$0.5 million increase in Licensing Permits.
 - \$0.5 million decrease in Charges for Current Services.
 - \$0.1 decrease in Miscellaneous Revenue.
 - \$0.6 million decrease in Fund Balance as funding is redistributed within the Health and Human Services agency programs to more accurately reflect where revenue is earned.

Staffing

Adds 58.5 staff years. The most significant changes follow:

- Adds 12.5 staff years for North Coastal as a result of staff realignment within the Family Resource Centers in the Agency.
- Adds 63 staff years in Public Health Services offset by reductions of 28 staff years in Central and North Central Regions to accommodate the Agency's Board approved restructuring plan for the San Diego State Foundation contract and the establishment of the BioTerrorism program in Public Health Services.
- Adds 11 staff years in Policy and Program Support due to decentralization of Contract Operations.



Significant Changes in Fiscal Year 2003-04

- Fiscal Year 2003-04 is \$3.5 million more than Fiscal Year 2002-03 due to negotiated salary increases and the establishment of the BioTerrorism Program.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of face to face Adult Protective Services investigations	4,200	6,800	n/a	n/a
Face-to face Adult Protective Services investigations within 10 days	n/a	n/a	90%	90%
Percentage of Adult Protective Services cases closed within twelve months	95%	90%	90%	90%
Adult Protective Services clients with closed cases who are referred for a subsequent substantiated event within 6 months.	n/a	n/a	25%	25%
Percentage of clients with no contact with the juvenile justice system	80%	80%	80%	80%
Percentage of children removed from home that will maintain family ties by being placed with relatives	40%	40%	40%	40%
Number of children placed in adoptive homes	n/a	674	648	648
Children who unify or reunify with a permanent family reunified with family, adopted, place with guardian)	n/a	97%	90%	90%
Number of new unduplicated attendees in the Critical Hours program	4,000	2,500	2,500	2,500
Youth participating in Critical Hours program who have reduction of at-risk behavior and/or sustained low levels of adverse contact with the juvenile justice system	n/a	n/a	75%	75%
Calls responded to by Domestic Violence Response Teams that fit response criteria	n/a	n/a	75%	75%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	197.00	182.00	182.00
East Region	130.00	130.00	130.00
North Central Region	760.00	747.00	747.00
North Coastal Region	94.00	93.00	93.00
North Inland Region	92.00	104.50	104.50
South Region	109.50	108.50	108.50
Aging and Independence Services	96.00	98.00	98.00
Policy and Program Support	39.00	50.00	50.00
Strategy and Planning Division	3.00	3.00	3.00
Office of Public Health	—	63.00	63.00
Total	1,520.50	1,579.00	1,579.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	\$ 12,611,244	\$ 11,733,503	\$ 12,303,069	\$ 12,803,152
East Region	8,623,294	8,169,622	8,626,053	8,960,109
North Central Region	81,032,469	92,304,267	95,822,833	97,584,451
North Coastal Region	6,889,939	6,303,596	6,698,382	6,930,340
North Inland Region	5,840,218	6,819,752	7,023,778	7,292,494
South Region	7,776,621	8,041,475	8,365,260	8,457,721
Aging and Independence Services	8,646,897	7,997,152	9,291,628	9,594,386
Contract Operations	4,825,756	5,010,333	5,126,122	5,126,122
Policy and Program Support	9,955,764	9,178,879	10,812,581	10,956,071
Strategy and Planning Division	852,588	923,559	316,222	326,883
Office of Public Health	—	2,858	4,500,000	4,327,708
Total	\$ 147,054,790	\$ 156,485,001	\$ 168,885,928	\$ 172,359,437



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 82,303,382	\$ 80,187,597	\$ 85,047,160	\$ 88,743,331
Services & Supplies	40,460,694	38,148,152	43,479,151	43,290,743
Other Charges	23,369,514	38,105,423	39,963,220	39,963,220
Fixed Assets Equipment	921,200	22,828	396,397	362,143
Operating Transfers Out	—	21,000	—	—
Total	\$ 147,054,790	\$ 156,485,001	\$ 168,885,928	\$ 172,359,437

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 650,000	\$ 650,000	\$ —	\$ —
Licenses Permits & Franchises	—	—	490,000	490,000
Fines, Forfeitures & Penalties	67,267	(1)	67,267	67,267
Intergovernmental Revenues	136,056,189	136,657,906	143,736,293	144,640,834
Charges For Current Services	1,448,168	1,343,132	918,093	918,093
Miscellaneous Revenues	415,958	692,167	364,718	364,718
Other Financing Sources	6,298,499	5,312,214	7,725,933	6,079,517
General Revenue Allocation	2,118,709	11,829,583	15,583,624	19,799,008
Total	\$ 147,054,790	\$ 156,485,001	\$ 168,885,928	\$ 172,359,437

Healthy Communities



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.

2001-02 Accomplishments

Health and Wellness

- Provided information and referral services to 8,130 clients through San Diego Kids Health Assurance Network (SD-KHAN).
 - Conducted a media campaign to increase the overall awareness and enrollment in the Medi-Cal Program, which resulted in nearly 3,000 inquiries to the San Diego Kids Health Assurance Network (SD-KHAN).
 - Successfully expanded *Health-e-App*, a web-based program to electronically enroll pregnant women and children in the Medi-Cal Program and children in the Healthy Families Program to four HHS Regional offices.
 - Implemented a Medi-Cal provider Facility Review Process that includes a Healthy San Diego Evaluation Tool and a Site Evaluation Management Access Data Base. This process allows participating health plans to use one evaluation tool and share information that reduced the necessity of multiple site reviews and increases their efficiency.
- Monitored and ensured that 95% of all first graders met the State school health related entrance exam requirements.
 - Served 13,590 patients through the Child Health Disability Prevention (CHDP) Treatment Reimbursement Program.
 - Recruited/maintained 454 dental professionals to provide emergency dental services to children through the Share the Care Children's Dental Program.
 - Provided approximately \$12 million in HIV/AIDS prevention, care, and treatment services through contracted community based providers.
 - Provided 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).
 - Continued 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. 50% of an ongoing cost and data analysis has been completed.



Development of an approved plan to meet the long-term care needs of the elderly population has been 25% completed.

- Monitored and ensured 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.
- Implemented County Medical Services income eligibility increase to 112% of federal poverty level and other service enhancements such as the Chronic Disease Management Program for patients with diabetes.
- Juvenile Hall charts were reviewed to determine need for medical follow-up and access to healthcare. Referrals for medical follow-up and health care were made to the Wellness Team. The Wellness Team coordinated follow-up and pre-release planning
- A consultant has been hired to develop a curriculum for a tiered approach to enhance disaster preparedness levels throughout the County. The consultant is currently in the initial phase of curriculum development.

2002-04 Objectives

Health and Wellness

- Provide information and referral services to 8,000 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.
- Improve public health infrastructure including an assessment of the County’s trauma system.

- Lead the county in bioterrorism preparedness planning and education.
- 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).
- Develop applications to continue the planning process to 1) develop and expand Healthy San Diego to be the Long Term Care Integration Project delivery system and 2) refine other potential options for long term care reform.
- Monitor and ensure that 80% of disputes handled with Alternative Dispute Resolution Services result in successful agreements. These encompass 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 a pre-release planning system to provide health education, insurance coverage screening and necessary follow-up for youth in the custody of Probation who will return to the community.
- Conduct disaster training across the Agency to ensure preparedness for an emergency incident.
- Implement the cancer Navigator Program for cancer patients and their families.



- Implement *Health-e-App* in the remaining HHSA Regional offices.

Technology

- Improve public health information management by implementing the Public Health Information System (PHIS).
- Upgrade Quality Assurance network hardware/equipment and upgrade the application to provide a vital communication link in medical disasters and acts of domestic terrorism.

Changes from 2001-02 Adopted

Expenditure

Decreases overall expenditures by \$1 million for Fiscal Year 2002-03:

- \$3.6 million increase in Salaries and Benefits for step increases and negotiated salary increases for existing staff.
- \$1.3 million increase in Salaries and Benefits to accommodate the Agency's Board approved restructuring plan for the San Diego State University Foundation contract.
- \$4.5 million decrease in Services and Supplies due to:
 - \$0.3 million increase for contracts with Emergency Room doctors.
 - \$0.1 million increase for the Children Health & Disability Prevention – Treatment Reimbursement (CHDP-TR) dental program.
 - \$0.05 million increase for the Refugee Health Assessment Program.
 - \$0.2 million decrease transferred from this program to the Healthy Behavior and Lifestyles Program for the Obesity initiative.
 - \$1.3 million decrease to accommodate the Agency's Board approved restructuring plan for the San Diego State University Foundation contract.

- \$1.1 million decrease for termination of the Department of Corrections contract.
- \$0.9 million decrease for termination of contracts supported by CalWORKs Incentive Funds.
- \$1.4 million decrease for termination of other contractual services due to revenue decreases.
- \$1.2 million decrease in Other Expenditures:
 - \$1 million decrease in Miscellaneous Aid.
 - \$0.2 million decrease in Contributions to Other Agencies.
- \$0.2 million decrease in Fixed Assets Equipment.

Revenue

Decreases overall revenue by \$2.2 million for Fiscal Year 2002-03:

- \$15.8 million increase in Other Financing Sources due to:
 - Establishment of a Special Revenue Fund for the Securitized Tobacco Settlement proceeds (\$15.1 million) to recognize the reclassification of this financing source from a revenue to an operating transfer. There is no net change to the Program with this action.
 - Mental Health Realignment increase of \$0.2 million.
 - Health Realignment increase of \$0.4 million.
 - Child Family Commission increase of \$0.1 million.
- \$18.9 million decrease in Intergovernmental Revenues due to the following:
 - \$0.3 million increase from Court collections for penalty assessments for fines involving vehicle moving violations.
 - \$0.1 million increase in Proposition 10 funds.
 - \$0.2 million decrease as the Obesity initiative was transferred to the Healthy Behavior and Lifestyles Program.
 - \$14.5 million decrease for the establishment of a Special Revenue for the Securitized Tobacco Settlement proceeds to recognize the reclassification



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Increase in Medi-Cal beneficiaries enrolled Countywide	n/a	12%	9%	9%
CHDP screenings facilitated	176,000	190,000	176,000	176,000
SD-KHAN phone line referrals	8,000	8,130	8,000	8,000
Patients served through the CHDP treatment-reimbursement program	14,000	13,590	14,000	14,000
Volunteer dental professionals recruited/maintained to provide emergency dental services to children through STC Dental	400	454	400	400
Immunizations, excluding influenza, provided to all age groups by County and contract agencies	420,000	408,190	420,000	420,000
TB skin tests, X-rays, chemoprophylaxis treatments, and clinic examinations	53,097	23,046	53,100	53,100
Primary care clinic visits per unduplicated user	3.75	3.70	3.75	3.75
Women with no prenatal care at intake with a prenatal appointment within 30 days of contacting Prenatal Care Network	n/a	55%	50%	50%
HIV prevention outreach contacts	4,020	3,950	4,020	4,020
HIV tests	16,800	16,200	16,800	16,800
High-risk clients of all those tested for HIV	n/a	45%	45%	45%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	35.00	33.00	33.00
East Region	30.50	33.00	33.00
North Central Region	112.50	110.50	110.50
North Coastal Region	28.00	26.50	26.50
North Inland Region	25.00	24.00	24.00
South Region	25.50	24.50	24.50
Contract Operations	4.00	—	0.00
Policy and Program Support	24.00	28.00	28.00
Office of Public Health	271.67	280.67	280.67
Total	556.17	560.17	560.17

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	\$ 2,593,442	\$ 2,116,071	\$ 2,349,816	\$ 2,442,063
East Region	2,134,556	2,361,905	2,376,138	2,477,562
North Central Region	6,602,005	5,874,912	6,888,000	7,123,266
North Coastal Region	1,841,762	1,751,456	1,908,845	1,992,680
North Inland Region	1,742,538	2,098,374	2,071,143	2,142,639
South Region	1,751,428	1,644,959	1,810,578	1,873,996
Contract Operations	405,550	88,165	1,297,159	1,297,159
Policy and Program Support	67,006,023	71,286,936	66,428,099	66,516,730
Strategy and Planning Division	—	—	618,257	118,544
Ageing and Independence Services	6,983	29,840	156,983	—
Office of Public Health	62,605,518	62,808,895	59,821,449	61,573,065
Total	\$ 146,689,805	\$ 150,061,517	\$ 145,726,467	\$ 147,557,704



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 33,570,148	\$ 31,293,889	\$ 38,494,865	\$ 40,176,313
Services & Supplies	110,153,021	115,963,941	105,674,098	105,900,170
Other Charges	2,733,621	2,679,173	1,645,404	1,569,121
Fixed Assets Equipment	288,865	108,758	109,000	109,000
Expenditure Transfer & Reimbursements	(55,850)	—	(196,900)	(196,900)
Operating Transfers Out	—	15,754	—	—
Total	\$ 146,689,805	\$ 150,061,517	\$ 145,726,467	\$ 147,557,704

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Taxes Other Than Current Secured	\$ 1,000,000	\$ —	\$ —	\$ —
Licenses Permits & Franchises	191,507	82,656	191,507	191,507
Fines, Forfeitures & Penalties	2,850,219	1,245,647	3,542,828	3,542,828
Intergovernmental Revenues	62,142,754	48,553,507	43,207,242	43,605,417
Charges For Current Services	5,692,344	5,714,157	6,802,338	6,802,338
Miscellaneous Revenues	1,191,100	5,912,559	1,319,395	1,319,395
Other Financing Sources	66,551,792	73,619,345	82,329,361	82,040,078
General Revenue Allocation	7,070,089	14,933,646	8,333,796	10,056,141
Total	\$ 146,689,805	\$ 150,061,517	\$ 145,726,467	\$ 147,557,704

Healthy Behavior and Lifestyles



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.

2001-02 Accomplishments

Health and Wellness

- Increased the capacity of the system and the overall number of clients placed in residential and non-residential treatment for substance abuse problems by 7%.
- Implemented Screening and Brief Intervention to the Central and South regions. The Screening and Brief Intervention for these regions did not previously exist and is being added to the regions currently via emergency treatment facilities.
- Provided funding to eight community-based agencies/organizations to provide chronic disease prevention and education such as healthy eating and exercise.
- Provided funding from Tobacco Settlement funds to twelve community-based agencies/organizations and schools for smoking prevention and cessation services to youth and adults.

- Partnered with local radio stations and provided tobacco education to over 284,700 youth.
- Received a NACo award for innovative programs and a Federal Substance Abuse and Mental Health Services Administration award as an exemplary prevention program, for the San Diego County Border Project to Reduce U.S. Teen and Binge Drinking in Mexico.

Crime Prevention

- Implemented Proposition 36, Substance Abuse and Crime Prevention Act of 2000, by providing treatment services, in collaboration with the Public Safety Group, to 2,500 eligible County probationers and State parolees in lieu of placement in State prison or local custody.
- Instituted drug testing to support Proposition 36. Procurements are in process to add the drug testing to all of the Proposition 36 contracts, and equipment is being purchased.
- Implemented 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 address delinquency and juvenile crime.



2002-04 Objectives

Health and Wellness

- Maintain the capacity of the system and the overall number of clients placed in residential and non-residential treatment for substance abuse problems.
- Continue to provide funding, for Fiscal Year 2002-03, to community-based agencies/organizations to provide chronic disease prevention and education.
- Continue to provide funding, for Fiscal Year 2002-03, from Tobacco Settlement funds to community-based agencies/organizations and schools for smoking prevention and cessation services to youth and adults.
- Host the National Prevention Network and California Prevention Summit Conference in San Diego in November 2002
- Implement Screening and Brief Intervention in the East Region of the County.
- Launch initiatives that focus directly on child health issues such as asthma and childhood obesity. The Agency will support the creation of the San Diego County Coalition on Children and Weight through a public-private partnership, and implement a Public Health education campaign that focuses on children's asthma, the leading serious chronic illness among San Diego County children.

Crime Prevention

- Maintain treatment services of Proposition 36, Substance Abuse and Crime Prevention Act of 2000, in collaboration with the Public Safety Group, to 3,500 eligible County probationers and State parolees in lieu of placement in State prison or local custody, and provide treatment services to an additional 1,500 probationers and State parolees for a total of 5,000.

Changes from 2001-02 Adopted

Fiscal Year 2002-03

Expenditure

Increases overall expenditures by \$4.4 million for Fiscal Year 2002-03:

- \$3.9 million increase in Services and Supplies resulting from:
 - \$2.7 million increase for Proposition 36 contracted services.
 - \$0.3 million to establish contracts to expend Proposition 99 Tobacco Tax Initiative Funds.
 - \$0.7 million increase in contracted services for Proposition 36 SACPA (Substance Abuse & Crime Prevention Act of 2000).
 - \$0.2 million transferred from the Healthy Communities Program for the Obesity initiative.
- \$0.5 million increase in Salaries and Benefits for step increases and negotiated wage and benefit increases.

Revenue

Increases overall revenues by \$4.6 million for Fiscal Year 2002-03:

- \$7.0 million increase in Other Financing Sources for the following
 - \$6.2 million increase for Securitized Tobacco Settlement proceeds.
 - \$1.0 million increase from the Child/Family Commission.
 - \$0.2 million decrease in Health Realignment.
- \$0.9 million decrease in Taxes Other as revenue from the Child/Family Commission was converted to a Special Revenue Fund and was moved to Other Financing Sources.
- \$0.2 million increase in Miscellaneous Revenue.
- \$1.7 million decrease in Intergovernmental Revenue as follows:



- \$2.2 million increase in Prop 36 Drug Rehabilitation.
- \$1.1 million increase in Narcotics Abuse.
- \$1.1 million increase in Child Welfare Services.
- \$0.3 million increase in CHIP funding.
- \$4.8 million decrease in Tobacco Settlement Funds as revenue for this was converted to a Special Revenue Fund and was moved to Other Financing Sources.
- \$1.2 million decrease in CalWORKs Incentive Funds.
- \$0.4 million decrease in Aid To Other Governments.

The net General Allocation Revenue decreased by \$0.4 million for this program. This is due to the redistribution of funds within the Health and Human Services Agency

programs to more accurately reflect where revenue is earned and where County match requirement and maintenance of efforts are needed.

Staffing

- Increases five staff years to support Prop 10 Commission activities based on mid-year Board action. Offsetting this increase is the transfer of three staff years based on staffing adjustments including the restructure of Agency Contract Operations.

Significant Changes in Fiscal Year 2003-04

- Fiscal Year 2003-04 is \$5 million less than Fiscal Year 2002-03 in expenditures and revenue due to a decrease in contracted services.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Clients placed in residential and non-residential treatment – ADS	17,054	19,713	17,907	17,907
Residential treatment capacity in bed days	379,845	430,140	569,837	569,837
Clients with 30 days or more in treatment successfully completing treatment - ADS	3,685	4,103	3,869	3,869
Clients completing detox and referred/placed in treatment – ADS	3,260	2,440	3,425	3,425
Clients are alcohol and drug free 6 months after treatment – ADS	1,260	1,851	n/a	n/a
Clients are alcohol and drug free 6 months after treatment.	n/a	n/a	80%	80%
Clients engaged in employment prep activities or employment 6 months following treatment	n/a	n/a	75%	75%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	3.00	3.00	3.00
East Region	3.00	3.00	3.00
North Central Region	4.50	4.50	4.50
North Coastal Region	3.00	3.00	3.00
North Inland Region	3.00	3.00	3.00
Proposition 10	11.00	16.00	16.00
South Region	3.00	2.00	2.00
Contract Operations	8.00	—	—
Policy and Program Support	30.00	36.00	36.00
Office of Public Health	11.50	11.50	11.50
Total	80.00	82.00	82.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Region	\$ 188,986	\$ 129,126	\$ 192,181	\$ 198,261
East Region	194,570	173,875	196,581	205,698
North Central Region	302,568	173,502	300,606	310,565
North Coastal Region	201,005	195,763	216,411	225,901
North Inland Region	202,950	193,188	208,125	217,235
Proposition 10	740,873	697,016	1,094,501	1,141,469
South Region	201,015	161,818	148,293	152,617
Contract Operations	558,918	77,069	—	—
Policy and Program Support	49,027,084	48,778,626	53,589,090	50,729,300
Office of Public Health	6,863,092	4,204,685	6,915,198	4,703,719
Total	\$ 58,481,061	\$ 54,784,671	\$ 62,860,986	\$ 57,884,765



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 5,037,680	\$ 4,454,975	\$ 5,530,008	\$ 5,782,846
Services & Supplies	53,437,198	50,630,202	57,349,608	52,120,549
Fixed Assets Equipment	24,813	—	—	—
Expenditure Transfer & Reimbursements	(18,630)	(300,506)	(18,630)	(18,630)
Total	\$ 58,481,061	\$ 54,784,671	\$ 62,860,986	\$ 57,884,765

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Taxes Other Than Current Secured	\$ 876,839	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	100,000	81,960	120,000	120,000
Intergovernmental Revenues	50,000,037	47,302,486	48,355,013	45,088,388
Charges For Current Services	315,000	368,637	315,000	315,000
Miscellaneous Revenues	275,687	(272,758)	495,346	495,346
Other Financing Sources	2,021,704	4,123,426	9,039,636	7,443,596
General Revenue Allocation	4,891,794	3,180,920	4,535,991	4,422,435
Total	\$ 58,481,061	\$ 54,784,671	\$ 62,860,986	\$ 57,884,765

Administrative Support



Program Description

The Administrative Support program provides support services to the Health and Human Services Agency, including general management, strategic planning and evaluation, legislative analysis, GIS (Geographic Information System) coordination, communications and media coordination, program development, budget, accounting, claiming, revenue development, procurement, facilities management, contract support oversight, human resource activities including personnel, payroll, training, and information services.

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.

2001-02 Accomplishments

Fiscal Stability

- Transformed Agency's purchasing and central inventory processes to take advantage of technological improvements afforded by the Oracle Financial Enterprise Resource Planning implementation.
- Completed and mailed all State Assistance and Administrative Claims by the deadline.
- Processed 4,833 requests for child support contribution adjustments and prepared 3,100 statements of public assistance paid to client for District Attorney and other requesters' use in child support activities.
- Processed all contractor claims for reimbursements within 15 days of receipt.
- Agency Contract Support was restructured in FY 01/02. The objective of providing new Contractors orientation within 45 days of Performance Monitoring is being evaluated under the restructured process.

Technology

- Provided additional training for subsequent PeopleSoft Human Resources releases (ESAP, 5B enhancements, Health & Safety & Training (11 workshops – 140 employees), Human Resources (10 workshops - 125 employees), and Financial Enterprise Resource Planning tools (Oracle rollout has been delayed).

Human Resources Modernization

- Updated Health and Human Services Agency Manual of Policies and Procedures with new policies and revised existing policies to reflect the Enterprise Resource Planning business rules.
- Completed 98% of the new hires background verifications within 10 working days.

2002-04 Objectives

Fiscal Stability

- 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 45 days of executed contract.



- Transform accounting processes to take advantage of technological improvements afforded by the Oracle Financial Enterprise Resource Planning implementation.

Technology

- Continue to provide employee trainings 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 2001-02 Adopted

Expenditure

Decreases overall expenditures by \$3.5 million for Fiscal Year 2002-03:

- \$4.6 million increase in Salary and Benefits for step increases and negotiated wages and benefit increases.
- \$4.5 million increase for Management Reserves.
- \$12.2 million decrease in Services and Supplies due to the following:
 - \$2 million as a result of moving funding for major maintenance to appropriate programs.
 - \$3.8 million for contracts funded by CalWORKs Incentive Funds.
 - \$6.4 million for computer application contracts.
- \$0.1 million decrease in Other Charges for equipment rental.
- \$0.3 million decrease for the purchase of fixed assets

Revenue

Increases overall revenue by \$34.9 million for Fiscal Year 2002-03:

- \$25.2 million increase in Intergovernmental Revenue due to the mid year restructuring of the Children's Welfare Services unit in Policy and Program Support Division and the redistributing of revenue within the Health and Human Services Agency to more accurately reflect where revenue is earned.
- \$6.9 million increase in Other Financing Sources due to:
 - \$3 million for the establishment of a Special Revenue Fund for the Securitized Tobacco Settlement proceeds.
 - \$1.2 million increase in Social Services Realignment.
 - \$0.4 million increase in Mental Health Realignment.
 - \$2.3 million increase in Health Realignment.
- \$2.7 million increase in Fund Balance designation due to the usage of savings in Fiscal Year 2001-02 for programs funded in Fiscal Year 2002-03.
- \$1.2 million increase in Miscellaneous Revenues.
- \$0.6 million decrease in Charges for Current Services due to the mid year restructuring of Contract Operations within the Health and Human Services Agency.
- \$0.5 million decrease in License Fees due to the mid year restructuring of Contract Operations within the Health and Human Services Agency.

The net General Revenue Allocation decreased by \$38.4 million as established funding was redistributed within the Health and Human Services Agency programs to more accurately reflect where revenue is earned. The decrease in General Revenue Allocation is offset by increases in other programs within Health and Human Services Agency.

Staffing

Increases 40.5 staff years for Fiscal Year 2002-03:

- Transfers 27 staff years to this program due to the Fiscal Year 2001-02 mid year restructuring of the Agency's Contract Operations Division.



- Transfers 13.5 staff years from other programs within the Agency to Administrative Support Programs.

Significant Changes in Fiscal Year 2003-04

- Fiscal Year 2003-04 is \$4.5 million greater than Fiscal Year 2002-03 in Management Reserves, and \$12 million less in Service and Supplies due to a decrease in contracted services.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 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%	98%	90%	90%
Reissue an on-line administrative manual to reflect ERP releases.	100%	98%	100%	100%
Process Contractor claims for reimbursements within 15 days of receipt.	90%	99%	95%	95%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Agency Executive Office	17.00	44.00	44.00
Central Region	13.00	15.00	15.00
East Region	7.00	8.00	8.00
North Central Region	14.50	15.50	15.50
North Coastal Region	6.00	6.00	6.00
North Inland Region	5.00	7.00	7.00
South Region	10.00	12.00	12.00
Aging and Independence Services	25.00	24.00	24.00
Finance	208.00	210.00	210.00
Human Resources	65.00	67.00	67.00
Information Technology	13.00	13.00	13.00
Office of Public Health	14.00	18.00	18.00
Policy and Program Support	161.25	158.75	158.75
Strategy and Planning Division	26.00	27.00	27.00
Total	584.75	625.25	625.25



Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Agency Executive Office	\$ 11,417,775	\$ 15,777,400	\$ 20,769,326	\$ 11,081,308
Central Region	2,865,513	2,696,712	1,307,737	1,366,966
East Region	2,748,792	3,623,717	1,167,958	1,196,313
North Central Region	5,121,161	5,734,963	2,994,352	3,041,020
North Coastal Region	1,275,029	1,837,200	699,142	719,284
North Inland Region	1,815,397	2,076,351	1,016,288	1,043,679
South Region	3,750,914	6,031,302	2,809,613	2,846,131
Aging and Independence Services	8,008,271	5,445,798	7,326,122	5,137,136
Finance	23,651,527	20,425,799	25,286,791	25,790,919
Human Resources	5,246,664	5,303,299	5,169,547	5,334,948
Information Technology	29,802,622	15,771,206	25,453,059	22,500,280
Office of Public Health	2,190,163	4,057,078	2,532,708	2,594,204
Policy and Program Support	22,935,306	22,476,206	23,474,710	23,838,666
Contract Operations	2,755,895	2,189,252	675,587	250,662
Strategy and Planning Division	4,249,022	2,654,739	3,616,069	3,520,974
Total	\$ 127,834,051	\$ 116,101,030	\$ 124,299,009	\$ 110,262,490

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 32,491,619	\$ 34,305,403	\$ 37,078,735	\$ 38,783,092
Services & Supplies	93,984,431	80,568,847	81,820,592	71,184,444
Other Charges	228,174	2,056	74,574	74,574
Fixed Assets Equipment	500,099	276,124	245,380	220,380
Expenditure Transfer & Reimbursements	—	(51,753)	—	—
Operating Transfers Out	—	1,000,351	—	—
Management Reserves	629,728	—	5,079,728	—
Total	\$ 127,834,051	\$ 116,101,030	\$ 124,299,009	\$ 110,262,490



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 7,344,171	\$ 7,344,171	\$ 10,000,000	\$ 3,000,000
Licenses Permits & Franchises	523,000	567,932	—	—
Revenue From Use of Money & Property	—	997	—	—
Intergovernmental Revenues	45,083,657	34,490,592	70,314,334	65,320,535
Charges For Current Services	812,487	772,002	212,487	212,487
Miscellaneous Revenues	1,121,145	1,115,658	2,346,467	9,429,047
Other Financing Sources	24,494,866	38,207,712	31,380,644	29,586,981
General Revenue Allocation	48,454,725	33,601,966	10,045,077	2,713,440
Total	\$ 127,834,051	\$ 116,101,030	\$ 124,299,009	\$ 110,262,490

Land Use and Environment Group

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**Land Use and Environment Group Summary &
Executive Office**
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**San Diego Geographic Information Source
(SanGIS)**
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Trade and Business Development
.....

Agriculture, Weights and Measures
.....

Air Pollution Control District
.....

Environmental Health
.....

Farm and Home Advisor
.....

Parks and Recreation
.....

Planning and Land Use
.....

Public Works
.....

Land Use and Environment Group Summary/Executive Office



Group Description

The Land Use and Environment Group unifies County 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 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.

2001-02 Accomplishments

Environment

- Reduced hazardous waste generation in the County, promoted pollution prevention, and assisted small businesses by creating a Pollution Prevention Specialist position and implementing an Automotive Pollution Prevention Plan that includes development and distribution of an automotive compliance checklist for automotive repair facilities.
- Implemented the Lower Emission School Bus program, reducing children's exposure to harmful emissions by replacing 31 older diesel buses with 18 CNG buses and 13 cleaner diesel buses, and by retrofitting 154 diesel buses with particulate traps.
- Developed model programs and ordinance as part of Project Clean Water that assisted Copermittees in program development and encouraged consistency countywide.
- Complied with Municipal Stormwater Permit by amending the Stormwater Ordinance, adopting the Stormwater Standards Manual, and submitting the Jurisdictional Urban Runoff Management Program to the Regional Board.
- Enhanced stormwater quality efforts by implementing administration citation procedures to enforce stormwater compliance of permitted construction sites. More than quadrupled the tonnage of debris removed from County roads and drainage ways. Implemented washing of vehicles only where wash water is contained and properly disposed. Overhauled and expanded watercourse ordinance compliance.
- Completed preparation of extensive Trails Needs Assessment and obtained approval of Trails program goals and policies. Began development of both regional and community Trails Plans.
- Reviewed security plans at all eight County Airports; worked with Federal Aviation Administration to implement enhanced security at County owned commercial (Palomar) and general aviation airports.
- Continued General Plan 2020 to reach consensus on preferred land use alternative. Completed draft structure map and reviewed community plan text and maps with community groups.



- Provided high-priority permitting for new power generators. Evaluated operating permits and tested emissions for newly constructed plants and emission control retrofits on existing plants.
- Set up Fallbrook Fire Response Task Force Activities:
 - Facilitated initiation of rapid response for damage assessment to aid homeowners whose homes were damaged or destroyed;
 - Completed damage assessment within two days;
 - Coordinated with several County departments and Board Offices to arrange a community workshop;
 - Facilitated workshop held 11 days after fire. Over 300 members of the community attended;
 - This Fire Response Task Forces will serve as a model for responses to future disasters.
- Conducted North County Multiple Species Conservation Plan (MSCP) Sub-area Plan Workshops with North County Communities and Planning Commission.
- Completed MSCP Management and Monitoring Activities.
- Expended \$2,640,000 of \$2,700,000 General Fund allocation for MSCP grant match.
- Completed over 24,000 food facility inspections as per "Project 22K" to ensure food safety.
- Completed the Tijuana River Valley Regional Park Framework Management Plan.
- Worked with Departments of Public Works and Planning and Land Use to develop the County Trails Assessment and GP2020 Goals and Objectives for the program.
- Supported the Department of Planning and Land Use's GP 2020 development efforts by providing transportation planning assistance.

- Designed an implementation plan for the expenditure of \$21 million of Proposition 12 funds that will be received over the next five years.
- Submitted grant applications and received \$13,540,000 in Wildlife Conservation Board (WCB) funds to acquire properties at Iron Mountain and Santa Ysabel.

Crime Prevention

- Worked with Sheriff and District Attorney to successfully investigate and prosecute dealer of stolen avocados.
- In cooperation with the Veterinary Medicine School at Davis, the Grossmont Community College District, and 4-H Youth Education Foundation, the Animal Ambassadors Science Education Outreach project is being delivered to children in after-school programs throughout San Diego County.
- Planning and Land Use implemented the Administrative Citation Program.
- Obtained grant funding for on-going Critical Hours funding and submitted application for other youth related programs.

Self Sufficiency

- Assisted in making the Health and Human Services Agency's San Pasqual Academy initiative a reality through extensive support for improvements to roads, wastewater facilities, and street lighting.
- A ten-week business-planning program for agricultural entrepreneurs has been completed.

Health and Wellness

- Conducted strategic planning that resulted in continuing effort to obtain grant funding to reduce pesticide-related health hazards to local farm workers.
- An early childhood education curriculum was completed and tested. Twenty-five school sites were identified countywide to test development of a junior master



gardener program. The Master Gardeners volunteer program completed and delivered a school gardens manual to every school in San Diego County.

- The Nutrition Education Program targeting low-income families completed its 32nd year, reaching over 2,000 families each year. A “food safety” program focused on Community-based groups that have potlucks or food fundraisers use volunteer “train the trainers.” 4-H Clubs and Master Gardeners programs have had over 50 volunteers complete this training.
- Served 21,000 lunches at the senior lunch programs at Lakeside, Fallbrook, and Spring Valley Community Centers.

Technology

- Maintained layer of 850,000 parcels for the Assessor with 99.9% accuracy.
- Introduced Internet access for online camping reservations.
- Developed and implemented web-based permitting.
- Implemented Resource Planning site providing regulatory information.
- As part of a nine-county pilot project, began testing a software application to replace obsolete software, allowing web-based pesticide use reporting and tracking in the future.
- Continued to actively support and participate in County’s ERP development and implementation.
- Developed and issued Request for Proposal (RFP) to replace the current microfiche and hard copy collecting of survey records with a digital document library to improve the public’s access.
- Pilot tested Air Pollution Control District’s Web site and e-mail system for electronic filing of applications.
- Created a shared directory for Multiple Species Conservation Program (MSCP) to allow for seamless flow of information between departments.

Human Resources Modernization

- LUEG Departments continued to support the PeopleSoft and Oracle ERP effort.
- LUEG Departments worked with Human Resources to identify critical recruitment, classification, and retention issues.

Regional Leadership

- Conducted the 18th Annual Economic Roundtable.
- Accelerated retention efforts to retain local companies, meeting with over 200 companies and addressing their needs.
- Developed the Biotech Action Plan.
- Bioterrorism preparedness efforts included establishment of an Animal Disease Surveillance Working Group to improve communication and promote early recognition of unusual animal disease outbreaks. The County Veterinarian has lead responsibility for tracking animal disease trends in the county and making that information available.
- Continued administrative leadership of Binational Air Quality Alliance addressing border air quality issues.
- “Local branding” and “local grown” San Diego County Products were promoted through leading San Diego chefs and direct markets. Agricultural tourism projects were promoted, such as farmers markets, direct sales by growers, local farm visits, farm stays, and wine-tasting activities – over 150 sites have been identified.

Workplace Improvement

- Implemented a code of safe practices to improve safety of staff inspecting and coordinating Capital Improvement Project construction sites.
- Public Works accomplished workplace improvements for 58 employees.



- Began remodel at Parks and Recreation headquarters to increase workplace efficiency, enhance employee safety, and improve customer service.

Continuous Improvement

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

Fiscal Stability

- Implemented Board-approved fee adjustments to ensure full cost recovery.
- Continued to support and participate in the County's ERP development and implementation.
- Converted traffic signal lights to energy saving LED lamps, saving over \$300,000 annually in energy costs.
- Completed \$18 million in Capital Improvement Projects during Fiscal Year 2001-02, including land acquisitions.
- Submitted and received Board of Supervisors' approval for Proposition 12 funding application strategy.

2002-04 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.
- Continue habitat preservation efforts to protect endangered species, including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Continue to implement Board initiatives to: Increase cleaning of roads and drainage ways; require post-construction Best Management Practices (BMPs) in new construction; convert existing concrete channels to natural drainage ways where feasible; and encourage natural channels in new construction.

- Complete Regional and Community Trails Plans.
- Complete environmental documentation and obtain regulatory agency approval for San Marcos Landfill closure plans.
- Perform actions to assure compliance with National Pollutant Discharge Elimination System (NPDES) permit. Develop mechanism to fund costs associated with this compliance.
- Submit a request to the U.S. Environmental Protection Agency to officially redesignate San Diego County to attainment of the Federal one-hour ozone standard.
- Implement mandated hazardous air pollutant regulations and provide compliance assistance.
- Design an implementation plan for the expenditure of \$14 million of Proposition 40 funds that will be received over the next eight years.

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 and Recreation and Farm and Home Advisor will continue to collaborate with the Public Safety Group to strengthen juvenile diversion programs.
- Reduce illegal dumping and off-road vehicle activity in Open Space preserves through aggressive enforcement activities.

Self Sufficiency

- Parks and 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 and 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 and Home Advisor will collaborate with the Health and Human Services Agency and continue health education programs for County residents.

Technology

- Work towards making permits available through the internet with E-commerce capability.
- Expand electronic filing of applications via the District's website to all types of applications.
- With our technology partners, the Group will continue to 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.

Human Resources Modernization

- Prepare and encourage execution of personal development plans for each Department employee.
- 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.
- Continue administering the Binational Air Quality Alliance to address border air quality issues.
- Promote the development of the General Plan 2020 and the Multi-Species Conservation Plan.

Workplace Improvement

- Implement five and ten year goals for workplace improvements.
- 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

- Work with other agencies to seek long-term, stable funding sources for infrastructure capital and maintenance needs.
- Continue to work with Indian Tribes to develop contribution agreements for roadway improvements needed as a result of new or expanded casinos.
- Fund negotiated salary increases by enhancing revenues, improving cost-effectiveness, and minimizing fee impacts to the extent possible.
- Work with other districts to maintain State subvention funding.



- 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; and
 - Identify risk mitigation plans for all identified risks.
- Complete \$6 million in Capital Improvement Projects during Fiscal Year 2002-03 and \$7 million during Fiscal Year 2003-04.

Executive Office Changes from 2001-02 Adopted

Expenditure

- Salary and Benefit increases are due to negotiated labor agreements, and the position added for the Enterprise Resource Planning project. Services and Supplies increases are for IT applications.

Revenue

- No changes in revenue.

Staffing

- Added one staff year in the Executive Office for the Enterprise Resource Planning project.



Land Use and Environment Group Summary/Executive Office

Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Land Use and Environment Group	15.00	16.00	16.00
San Diego Geographic Information Source (SanGIS)	4.00	5.00	5.00
TradeandBusinessDevelopment	7.00	7.00	7.00
Agriculture, Weights and Measures	147.25	142.75	143.75
Air Pollution Control District	152.00	152.00	152.00
Environmental Health	304.00	303.00	303.00
Farm and Home Advisor	7.50	7.50	7.50
Parks and Recreation	158.00	158.00	158.00
Planning and Land Use	209.00	215.00	215.00
Public Works	544.00	538.00	538.00
Total	1,547.75	1,544.25	1,545.25

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Land Use and Environment Group	\$ 3,148,669	\$ 2,573,053	\$ 2,661,441	\$ 3,217,387
San Diego Geographic Information Source (SanGIS)	650,680	176,617	712,329	721,860
TradeandBusinessDevelopment	781,347	595,811	617,259	649,376
Agriculture, Weights and Measures	10,100,664	9,766,029	11,399,826	12,048,460
Air Pollution Control District	17,769,261	21,965,059	19,646,097	20,059,577
Environmental Health	27,471,608	23,512,999	29,443,682	31,252,937
Farm and Home Advisor	582,607	487,754	590,362	618,155
Parks and Recreation	26,252,755	18,698,028	24,660,127	25,533,194
Planning and Land Use	21,364,769	17,979,417	22,982,201	20,287,756
Public Works	228,023,770	170,898,612	190,416,956	210,450,956
Total	\$ 336,146,130	\$ 266,653,383	\$ 303,130,280	\$ 324,839,658



Land Use and Environment Group Summary/Executive Office

Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Land Use and Environment Executive Office	15.00	16.00	16.00
Total	15.00	16.00	16.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Land Use and Environment Executive Office	\$ 3,148,669	\$ 2,573,053	\$ 2,661,441	\$ 3,217,387
Total	\$ 3,148,669	\$ 2,573,053	\$ 2,661,441	\$ 3,217,387

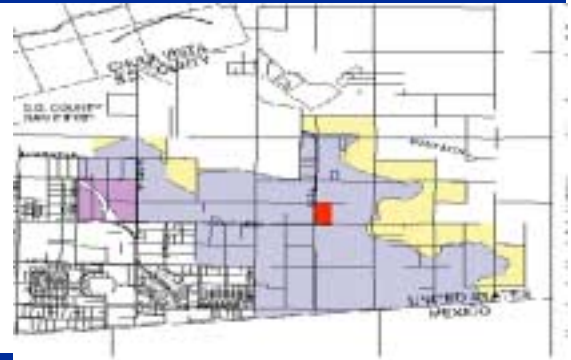
Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,489,575	\$ 1,365,133	\$ 1,922,204	\$ 2,053,091
Services & Supplies	646,528	317,525	722,687	722,687
Operating Transfers Out	—	890,395	—	—
Management Reserves	1,012,566	—	16,550	441,609
Total	\$ 3,148,669	\$ 2,573,053	\$ 2,661,441	\$ 3,217,387

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Charges For Current Services	\$ —	\$ 129,135	\$ —	\$ —
Miscellaneous Revenues	26,407	272	27,306	27,306
General Revenue Allocation	3,122,262	2,443,646	2,634,135	3,190,081
Total	\$ 3,148,669	\$ 2,573,053	\$ 2,661,441	\$ 3,217,387

San Diego Geographic Information Source (SanGIS)



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 market 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.

2001-02 Accomplishments

Environment

- Provided maintenance of digital layers of roads and lots for the entire County.
- Maintained over 240 geographic data layers for over 500 City and County users over Wide Area Network (WAN).

Fiscal Stability

- Generated over \$300,000 in revenue from sales of SanGIS data subscriptions to regional agencies and consultants.
- Generated over \$120,000 in revenue from Internet and storefront sales of geographic data products.

Technology

- Maintained layer of 850,000 parcels for the Assessor with 99.9% accuracy.

- Established a network connection to the County WAN, enabling County GIS users to directly access the SanGIS data warehouse from their desktops.
- Migrated the SanGIS servers from the San Diego Data Processing Corporation network to a central SanGIS network.
- Upgraded the SanGIS computing environment.

Regional Leadership

- Maintained over 40 data sharing agreements with both public and private agencies within the County.
- Provided over 1,000 no cost maps per day via Internet interactive mapping site.
- Provided updated orthophotography products to County departments at no cost.
- Provided no-cost GIS data services and map product support to Supervisors' staffs and County departments. (\$45,000)

2002-04 Objectives

Environment

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



Fiscal Stability

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

Technology

- Utilize appropriate technologies and resources to proactively 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.

Regional Leadership

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

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits increased by \$58,000 as a result of the proposed addition of one position.
- Services and Supplies decreased by about \$4,000, due to corrections in IT costs.

Revenue

- Revenue increased by a net \$55,000, reimbursement for the added position.

Staffing

- One position, Geographic Information Systems Analyst, is proposed – fully revenue offset. This position will support the effort to continue the development and provision of custom geographic value-added products on demand.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Data subscription licenses	45	43	45	45
Revenue from data subscriptions	\$150,000	\$303,490	\$160,000	\$160,000
Revenue from storefront sales	\$70,000	\$62,593	\$50,000	\$55,000
Revenue from Internet sales	\$50,000	\$63,799	\$40,000	\$50,000
Maps/services provided to County departments	30	45	30	35



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
San Diego Geographic Information Source (SanGIS)	4.00	5.00	5.00
Total	4.00	5.00	5.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
San Diego Geographic Information Source (SanGIS)	\$ 650,680	\$ 176,617	\$ 712,329	\$ 721,860
Total	\$ 650,680	\$ 176,617	\$ 712,329	\$ 721,860

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 253,354	\$ 155,536	\$ 318,974	\$ 346,181
Services & Supplies	397,326	21,080	393,355	375,679
Total	\$ 650,680	\$ 176,617	\$ 712,329	\$ 721,860

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Intergovernmental Revenues	\$ 275,630	\$ 127,748	\$ 330,906	\$ 356,181
General Revenue Allocation	375,050	48,869	381,423	365,679
Total	\$ 650,680	\$ 176,617	\$ 712,329	\$ 721,860

Trade and Business Development



Department Description

The Office of Trade and Business Development works to enhance the 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, Site Search Assistance, Grant Solicitation, and an Ombudsperson to guide you through the process.

Mission Statement

To encourage and sustain economic prosperity in San Diego County.

2001-02 Accomplishments

Environment

- Accelerated retention efforts to retain local companies, meeting with over 200 companies and addressing their needs.
- Assisted over 250 local businesses.
- Assisted with the creation and retention of over 700 jobs.
- Met with over 100 Health Care Industry companies to convey incentives offered when hiring CalWORKS recipients.
- Developed the Biotech Action Plan.
- Created a tourism enhancement plan.
- Conducted the 18th Annual Economic Roundtable.
- Conducted business visitation program for County's revitalization areas.

- Created Career Enhancement and Mentor program.

2002-04 Objectives

Environment

- Assist the local business community.
- Assess impacts of military installations.
- Identify issues that inhibit company growth and opportunities that foster economic prosperity.
- Continue outreach to business community.

Changes from 2001-02 Adopted

Expenditure

- Reduction in expenditures of \$164,000 is the net result of the conclusion of a one-time State Revenue Contract (\$120,000), adjustments to reflect negotiated salary and benefit increases, and decreases in requirements for services and supplies.

Revenue

- Deletion of State Grant - \$120,000 offset by reduction in expenditures.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Job Creation	600	1,084	600	400
Business assistance	200	411	200	150
Early Assistance Meetings	10	12	8	5
Retention Meetings	200	143	200	100
Mentor/Mentee Pilot Program	n/a	n/a	50	0

The decline in the Performance Measures reflects the decrease in State funding.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
TradeandBusinessDevelopment	7.00	7.00	7.00
Total	7.00	7.00	7.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
TradeandBusinessDevelopment	\$ 781,347	\$ 595,811	\$ 617,259	\$ 649,376
Total	\$ 781,347	\$ 595,811	\$ 617,259	\$ 649,376

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 452,837	\$ 412,307	\$ 467,652	\$ 499,113
Services & Supplies	328,510	183,503	149,607	150,263
Total	\$ 781,347	\$ 595,811	\$ 617,259	\$ 649,376

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Intergovernmental Revenues	\$ 120,000	\$ 2,837	\$ —	\$ —
Charges For Current Services	—	106	—	—
Miscellaneous Revenues	—	50,927	—	—
General Revenue Allocation	661,347	541,941	617,259	649,376
Total	\$ 781,347	\$ 595,811	\$ 617,259	\$ 649,376

Agriculture Weights & Measures



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 veterinary pathology 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.

2001-02 Accomplishments

Environment

- Mailed informational flyers to approximately 3,500 growers, nurseries, pest control operators and landscapers on water quality best management practices (BMPs).
- Gave ten presentations on diseases of animals to various groups to help increase public awareness of ways to prevent the spread of Anthrax, Foot and Mouth Disease, and Mad Cow Disease.

Crime Prevention

- Worked with law enforcement personnel, wildlife specialists, and a Point Loma citizens' group to determine the cause of numerous cat deaths in Point Loma as carnivore kill.

- Worked with Sheriff and District Attorney to successfully investigate and prosecute dealer in stolen avocados.

Health and Wellness

- Continued Department-sponsored Farmworker Health Initiative and conducted multi-agency strategic planning. Applied for grant to fund farmworker health outreach and education efforts.

Regional Leadership

- Bioterrorism preparedness efforts included establishment of an Animal Disease Surveillance Working Group to improve communication and promote early recognition of unusual animal disease outbreaks. The County Veterinarian has lead responsibility for tracking animal disease trends in the county and making that information available.

Technology

- As part of a nine-county pilot project, began testing a software application to replace obsolete software, allowing web-based pesticide use reporting and tracking in the future.



- Began a three-month pilot test of a software application to track and issue international phytosanitary certificates electronically, which will be completed in Fiscal Year 2002-03.

Fiscal Stability

- Obtained renewed and new State funding for noxious weed control.
- Reviewed department-wide fee structure and discussed possible changes with stakeholders.
- Revised Indirect Cost Rate in accordance with Federal guidelines.

Human Resources Modernization

- Implemented a Personal Development Plan program department-wide to encourage communication between supervisors and employees on employee and departmental goals.

2002-04 Objectives

Environment

- Provide training to grower/community groups on State and Federal best management practices (BMPs) in relation to water quality.
- Schedule speaking engagements to increase public awareness of ways to prevent the spread of agriculture-related pests and diseases.

Crime Prevention

- Participate in multi-agency task forces to prosecute and reduce environmental crimes.
- 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, and seek 100% funding offset to continue the program.

Health and Wellness

- Seek opportunities to improve inter-agency coordination and funding by continuing to sponsor and coordinate the inter-agency Farmworker Health Initiative.

Regional Leadership

- In partnership with local community agencies and industry, complete feasibility study and complete planning phase to build an Agricultural Resource Center to consolidate different agriculturally related agencies and associations at a single convenient location and provide one-stop shopping for agricultural industry and regulated businesses.

Technology

- Complete GIS mapping of all agricultural sites throughout the county.
- Explore options for an automated document management system for the Pesticide Regulation Program.
- Fully implement new automated issuance of international phytosanitary certificates and achieve automated issuance for at least 25% of all certificates issued.
- Implement web-based pesticide use reporting for 20% of local growers upon successful completion of current pilot project.

Fiscal Stability

- Pursue new funding for outreach, education and compliance efforts.
- Review and pursue revisions to department-wide programs and funding structures to ensure continuing fiscal stability.
- Review departmental Indirect Cost Rate and update as needed.



Human Resources Modernization

- Update Personal Development Plans department-wide to encourage communication on employee developmental goals and departmental strategic and operational goals.
- Maximize new tracking and reporting opportunities provided by the County’s new human resources Peoplesoft software.

Changes from 2001-02 Adopted

Expenditure

- Services and Supplies increased \$0.3 million primarily due to required supplies for the Watershed Program to provide erosion control for Inactive Solid Waste sites, which are fully reimbursable by the Department of Public Works.

- Fixed assets increased \$0.2 million due to the proposed purchase of ten trucks for the Pest Detection Program. These costs are 100% revenue offset.
- Salaries and Benefits increased \$0.8 million primarily due to increased workload and part time staffing requirements for the Pest Detection Program, which are 100% revenue offset.

Revenue

- Revenue increased \$1.1 million due in part to contract increases (primarily in the Pest detection Program) and planned fee increases.

Staffing

- Five positions were deleted due to a reduction in State funding for High Risk Pest Exclusion. Additionally, one (0.5 full-time equivalent) position was deleted in the Veterinarian’s Office.
- Two (0.5 full-time equivalent) positions were added for Stormwater. These positions are 100% revenue offset.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Points of Entry Facilities Visited for High Risk Inspections	10,000	10,222	10,000	10,000
Pest Detection Trap Servicing	260,000	212,893 ¹	319,000	319,000
Pesticide Inspections	2,000	1,377 ²	1,400	1,400
Restricted Materials Permits Issued	1,000	1,610	1,000	1,000
Weighing and Measuring Devices Inspected	32,000	35,966	35,000	35,000

¹ The actual number of Pest Detection Trap Servicing is lower than budget primarily due to recruitment problems and needed changes in State projection formulas. However, the revenue contract was fully reimbursed because the contract hours were met. Additional revenue was received from the State for special fruit fly projects. The 2002-04 projected Pest Detection Trap Servicing is expected to increase to about 319,000 due to additional staff being able to perform additional work.

² The actual number of Pesticide Inspections is lower than budget primarily due to changes at the State level in how the contract is administered. The program will still meet the budgeted contract revenue.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Agriculture, Weights and Measures	147.25	142.75	143.75
Total	147.25	142.75	143.75

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Grazing Advisory Board	\$ 30,000	\$ 30,000	\$ 25,000	\$ —
Agriculture, Weights and Measures	10,031,164	9,711,733	11,335,326	12,008,960
Fish and Wildlife Fund	39,500	24,295	39,500	39,500
Total	\$ 10,100,664	\$ 9,766,029	\$ 11,399,826	\$ 12,048,460

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 8,056,973	\$ 7,739,019	\$ 8,887,944	\$ 9,750,797
Services & Supplies	1,839,727	1,972,713	2,121,918	2,107,163
Other Charges	70,500	54,295	65,500	40,500
Fixed Assets Equipment	—	—	191,000	150,000
Management Reserves	133,464	—	133,464	—
Total	\$ 10,100,664	\$ 9,766,029	\$ 11,399,826	\$ 12,048,460



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 53,250	\$ 53,250	\$ 63,250	\$ 23,250
Licenses Permits & Franchises	1,142,709	1,168,622	1,626,010	2,144,132
Fines, Forfeitures & Penalties	16,250	237,437	16,250	16,250
Revenue From Use of Money & Property	—	1,806	—	—
Intergovernmental Revenues	5,562,151	4,766,545	5,933,854	5,937,854
Charges For Current Services	456,826	723,163	738,943	769,924
Miscellaneous Revenues	65,000	153,211	59,350	55,150
General Revenue Allocation	2,804,478	2,661,995	2,962,169	3,101,900
Total	\$ 10,100,664	\$ 9,766,029	\$ 11,399,826	\$ 12,048,460

Air Pollution Control District



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining Federal and State ambient air-related public health standards and implementing associated requirements of Federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated 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.

2001-02 Accomplishments

Environment

- Received a one-year extension of San Diego County's attainment deadline for the Federal one-hour ozone standard to November 15, 2001.
- Attained the Federal one-hour ozone standard on November 15, 2001.
- Developed a Draft Ozone Redesignation Request and Maintenance Plan for public review.
- Updated the Regional Air Quality Strategy for attaining the State ozone standard reflecting new data on emission control effectiveness, cost-effectiveness, and technical and economic feasibility.
- Improved regional air quality modeling for ozone attainment demonstrations.
- Reviewed 2000 census data, assessed current monitoring network configuration, and initiated necessary modifications.
- Augmented continuous Particulate Matter 2.5 micron (PM2.5) sampling, increased hydrocarbon measurements, and enhanced the Data Acquisition System.
- Revised District Smoke Management Program rules.
- Provided high-priority permitting for new power generators. Evaluated operating permits and tested emissions for newly constructed plants and emission control retrofits on existing plants.
- Continued streamlining and enhancing emissions testing services.
- Enhanced toxic air contaminant analytical capabilities using grant funds for equipment.
- Issued Federal Title V operating permits for 12 facilities.
- Began re-evaluating rules controlling oxides of nitrogen from boilers and gas turbines.
- Participated in State re-evaluation of power plant requirements for existing power plants.



- Drafted revisions to New Source Review rules to address U. S. Environmental Protection Agency (EPA) approval issues and enhanced control technology requirements.
- Updated Best Available Control Technology Guidance.
- Implemented new State Enhanced Vapor Recovery Program, Phase 1.
- Implemented local hazardous air pollutant regulations and provided compliance assistance.
- Implemented cost-effective Title V compliance processing, ensuring enforceable permit conditions and annual inspections, while minimizing overlapping reporting requirements.
- Continued process improvements, automation, and streamlining to enhance customer service, optimize resource utilization, and contain costs.
- Enhanced the Lower Emission School Bus program reducing children's exposure to harmful emissions by replacing 62 older diesel buses with 30 CNG buses and 32 cleaner diesel buses, and by retrofitting 231 diesel buses with particulate traps.

Technology

- Pilot tested District's Web site and e-mail system for electronic filing of applications.
- Streamlined the permitting process for large numbers of new emergency backup generators.

Regional Leadership

- Continued leadership in the Statewide gasoline vapor control program.
- Continued administrative leadership of Binational Air Quality Alliance addressing border air quality issues.
- Participated in the Air Resources Board's (ARB) Neighborhood Assessment Program.
- Participated in State energy-related workgroups.
- Led efforts to measure and analyze high hexavalent chromium levels in Barrio Logan.

Fiscal Stability

- Negotiated salary increases were funded by revenue enhancements and improved cost-effectiveness.
- Sought more and continued funds to reduce pollution.
- Subvention increase established in 2000-01 was continued in 2001-02.
- Augmented funding for emission reduction projects using power generators' emission mitigation fees.

2002-04 Objectives

Environment

- Submit a request to the EPA to officially redesignate San Diego County to attainment of the Federal one-hour ozone standard.
- Implement the Regional Air Quality Strategy to expedite State ozone standard attainment and make revisions reflecting new control effectiveness, cost-effectiveness, and feasibility data.
- Continue to develop the regional air quality model for ozone attainment demonstrations.
- Initiate modifications to the air monitoring network based on 2000 census data.
- Augment continuous PM2.5 sampling and enhance hydrocarbon measurements.
- Continue priority permitting and emissions testing for power generating equipment.
- Revise rules for controlling oxides of nitrogen emissions from boilers, engines, and gas turbines.
- Revise New Source Review rules to address EPA approval issues and incorporate new Federal requirements.
- Expand Best Available Control Technology Guidance.
- Implement additional State Enhanced Vapor Recovery Program phases.
- Implement mandated hazardous air pollutant regulations and provide compliance assistance.



- Continue process improvements and automation to enhance customer service and optimize resource utilization.
- Continue School Bus program to reduce exposure of children to harmful emissions.

Technology

- Expand electronic filing of applications via the District's website to all types of applications.
- Improve wireless communication.
- Enhance permit processing programs to further streamline processes and data availability and management.

Regional Leadership

- Continue administering the Binational Air Quality Alliance to address border air quality issues.
- Participate in the ARB's Neighborhood's Assessment Program.
- Participate in the EPA's Environmental Justice Demonstration Project.
- Participate in energy-related panels, seminars and workgroups.

Fiscal Stability

- Fund negotiated salary increases by enhancing revenues, improving cost-effectiveness, and minimizing fee impacts to the extent possible.
- Work with other districts to continue and maintain State subvention funding.

Changes from 2001-02 Adopted

Expenditure

Expenditures are increasing approximately \$1.9 million:

- Salaries and Benefits are increasing \$1.2 million (54% due to negotiated salary and benefits increases and retirement enhancements; 46% due to salary adjustments to improve recruitment and retention).
- Services and Supplies are increasing \$0.4 million primarily due to cost increases for the second year of the attainment demonstration contract and projected moving costs.
- Other Charges are decreasing \$0.8 million primarily due to deletion of the one-time Fiscal Year 2001-02 appropriation to fund the Alternative Fuel Vehicle and Infrastructure Program in the Air Quality Trust Fund.
- Fixed Asset costs are increasing \$5,000.
- Operating Transfers Out are increasing \$0.3 million due to increased transfers from the Air Quality Trust Fund to the operating fund.
- A \$0.7 million reserve was established as security for repayment of bonds to fund move to larger office building.

Revenue

Funding is increasing \$1.9 million:

- Permit Fees and other fee revenue is increasing \$1 million primarily because the Fiscal Year 2001-02 one-year-only 10% fee reduction is no longer in effect beginning in Fiscal Year 2002-03.
- Intergovernmental revenue from grants is increasing \$0.5 million.
- Operating Transfers In are increasing \$0.3 million for District operations from the Air Quality Trust Fund and for IT costs from the General Fund.
- Charges for Current Services are increasing \$0.2 million.
- Fund balance use is decreasing \$0.1 million.
- Other revenues are increasing a total of \$0.04 million.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Adopt Measures to Achieve State and Federal Air Quality Mandates	12	5 ¹	12	10
Evaluate Potential Emissions and Permit Compliance for New and Modified Sources	1,700	1,613	1,500	1,500
Inspect Permitted and other Regulated Sources for Compliance with Applicable Regulations	8,700	7,382	8,700	9,000
Inspection Survey Customer Satisfaction Ratings	94%	98%	95%	95%
Hours of Validated Air Quality Measurement and Analysis	1,355,193	1,447,827	1,475,004	1,386,204

¹ Adoption of local measures planned for 2001-02 is less than budgeted because ARB agreed to delay changes to the bakery rule due to control technology issues and to the plastic, glass, rubber, and composite coating rules because expected emission reductions are very small; diesel engine rules are delayed because ARB has not developed air toxic control measures for diesel engines; and negotiations are in progress with EPA on disapproval and enforceability issues of several rules.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Air Pollution Control District Programs	152.00	152.00	152.00
Total	152.00	152.00	152.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
General Fund Contribution to APCD	\$ 189,261	\$ 189,261	\$ 211,324	\$ 199,933
Air Pollution Control District Programs	17,580,000	21,775,798	19,434,773	19,859,644
Total	\$ 17,769,261	\$ 21,965,059	\$ 19,646,097	\$ 20,059,577

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 9,812,448	\$ 9,272,469	\$ 11,031,904	\$ 12,035,128
Services & Supplies	3,867,552	3,505,014	4,346,325	4,395,821
Other Charges	834,000	5,449,739	24,000	24,450
Fixed Assets Equipment	266,000	748,575	270,840	254,245
Reserve/Designation Increase	—	—	700,000	—
Operating Transfers Out	2,989,261	2,989,261	3,273,028	3,349,933
Total	\$ 17,769,261	\$ 21,965,059	\$ 19,646,097	\$ 20,059,577



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 2,054,299	\$ 2,054,299	\$ 1,908,293	\$ 454,245
Licenses Permits & Franchises	5,747,904	6,317,865	6,713,911	7,724,017
Fines, Forfeitures & Penalties	480,000	666,597	490,000	500,200
Revenue From Use of Money & Property	280,000	1,237,981	310,000	466,776
Intergovernmental Revenues	5,560,550	13,761,790	6,035,889	6,450,510
Charges For Current Services	467,986	10,126,623	703,652	796,531
Miscellaneous Revenues	—	(1,590)	—	—
Other Financing Sources	2,989,261	2,995,261	3,273,028	3,467,365
General Revenue Allocation	189,261	(15,193,767)	211,324	199,933
Total	\$ 17,769,261	\$ 21,965,059	\$ 19,646,097	\$ 20,059,577

Environmental Health



Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, 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, public housing, pools, small drinking water systems, mobile-home parks, sewage and solid waste disposal, stormwater, recreational water, underground storage tanks and cleanup oversight, and medical 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. Our goal is “Healthy People in Healthy Communities Free From Disease due to the Environment.”

2001-02 Accomplishments

Environment

- DEH continued to excel as “Best in Class” and received the following awards and recognitions:
 - National Association of Counties (NACO) 2002 Achievement Award “Best of Category” for DEH’s “A Career Ladder from Clerical Support to Environmental Health Professional.”
 - NACO Achievement Award Winner of 2002 for DEH’s “Beach Water Quality Information Sharing System.”
 - California Conference of Directors of Environmental Health “Excellence in Environmental Health” award for 2001 for DEH’s “Student Intern Program.”
- Co-recipient with the Surfriders Foundation and EARTH 911 of the U.S. Environmental Protection Agency (EPA) Region IX Achievement Award for “Beach Water Quality Information Sharing.”
- The 2001 Governor’s Environmental and Economic Leadership Award - Certificate of Recognition for “Project Clean Water.”
- Implemented a Door-to-Door Program for the collection of Household Hazardous Waste from unincorporated residents with limited mobility.
- Implemented a hazardous waste disposal program allowing Conditionally Exempt Small Quantity Generators to drop off hazardous waste at the Ramona Permanent Household Hazardous Waste facility at a lower cost.
- Organized the highly successful Clean Water Summit in June, attended by over 200 stakeholders.
- DEH’s Hazardous Incident Response Team (HIRT) received over 1,326 bioterrorism-related calls and made 292 bioterrorism-related responses to assist frightened citizens.



Fiscal Stability

- Implemented Board-approved fee adjustments to ensure full cost recovery.

Technology

- Developed and initiated web-based permitting, targeted for completion in June 2003.
- Continued partnerships with County departments to implement Geographic Information Systems.

Regional Leadership

- The Director, DEH, was re-elected Chairman of the California Association of Environmental Health Administrators. The Chief, Food and Housing Division, was elected Chairperson of the Southern California Food Technical Advisory Committee and participated as major author and contributor to the creation of a new California Food Code. The Chief, Hazardous Materials Division, was elected Vice Chairman of the Certified Unified Program Agency Forum Board; appointed to the Cal/EPA Environmental Justice Advisory Committee; and continued to participate on various hazardous waste, UST, and medical waste State workgroups. The Chief, Land and Water Quality Division, was voted “Environmental Health Specialist of the Year” by the California Environmental Health Association.

2002-04 Objectives

Environment

- Complete the Clean Water Action Plan for implementation.
- Obtain approval from the Regional Board and Board of Supervisors for expanded use of alternative onsite wastewater systems.
- Protect groundwater resources by ensuring that all USTs have valid operating permits 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, and by:
 - Defining and implementing up to two environmental indicators;
 - Refining inspection frequencies based upon risk within limits allowed by State mandates;
 - Completing implementation of the universal waste education and compliance program; and
 - Identifying industry education needs and providing a minimum of four workshops per year.
- Reduce the generation of hazardous waste in the County by:
 - Promoting pollution prevention and assisting small businesses with its implementation;
 - Continuing to implement the Automotive Repair Pollution Prevention Workplan;
 - Identifying additional industries to assist with pollution prevention; and
 - Developing and implementing additional industry pollution prevention workplans.

Health and Wellness

- Protect and enhance public health and safety through education, inspections, and enforcement of State and local regulations governing retail food establishments, public pools, and public housing.
- Establish a Food Safety Advisory Council.
- Seek administrative citation authority for enforcement action on illegal food vending.
- Field standardize all Food and Housing Division field staff.
- Track major Centers for Disease Control risk factor violations and establish risk-based production goals.
- Create a Food and Housing Division plan check standardization program to enhance quality assurance.



- Implement a Food and Housing Division field inspectors quality assurance program.
- Implement National FDA Retail Food Program Standards.

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits appropriations are increased by \$1.6 million as a result of negotiated contractual increases, such as cost of living increases, supplemental pay for Registered Environmental Health Specialists, and a stipend for Emergency Responders on the Hazardous Incident Response Team.
- Services and Supplies appropriations are increased by \$0.5 million due to anticipated increases in costs, especially in telecommunications, utilities, and postal rates.
- Fixed Assets appropriations are decreased by \$0.12 million.

Revenue

- Budgeted Program Revenues associated with the Stormwater Program are decreased by \$3.5 million, as external funding for this program has not been identified. However, the majority of other Program Revenues are increased by \$2.7 million to offset anticipated and contractual expenditures; resulting in a net decrease of \$0.8 million in revenue from Fiscal Year 2001-02 to Fiscal Year 2002-03.
- Budgeted Stormwater Program expenses will be offset by \$2.5 million in General Revenue in Fiscal Years 2002-03 and 2003-04, until an ongoing funding source can be identified. General Revenues are also increased by \$0.3 million to balance increases in expenditures that will not be offset by Program Revenues, for a total increase in General Revenues of \$2.8 million.

Staffing

- Budgeted positions reflect a net decrease of one staff year from Fiscal Year 2001-02, due to the transfer of one position to Planning and Land Use mid-year during Fiscal Year 2001-02.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Complete Inspections of Food and Housing Regulated Businesses	43,427	41,196	38,000 ¹	38,000 ¹
Complete Inspections of Hazardous Materials Regulated Businesses	8,965	9,055	8,965	8,965
Complete Review of Land Use Projects Requiring Permits	3,760	5,547 ²	3,948	3,948
Complete Vector Control Services	65,000	60,387	65,000	65,000
Contaminated Site Oversight (LOP)	1,306	1,278	1,273	1,273

¹ Projected total reflects a change to risk-based production goals, allowing inspectors to devote more inspection time where risk of disease is found to be higher.

² Construction of new homes has surged to higher than anticipated levels in East and North County due to lower interest rates. This increase is not expected to continue into Fiscal Year 2002-03 and Fiscal Year 2003-04.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Environmental Health	304.00	303.00	303.00
Total	304.00	303.00	303.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Environmental Health	\$ 27,471,608	\$ 23,512,999	\$ 29,443,682	\$ 31,252,937
Total	\$ 27,471,608	\$ 23,512,999	\$ 29,443,682	\$ 31,252,937

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 19,162,078	\$ 17,698,483	\$ 20,794,555	\$ 22,718,270
Services & Supplies	7,663,261	5,829,905	8,122,858	8,514,667
Fixed Assets Equipment	140,000	5,924	20,000	20,000
Expenditure Transfer & Reimbursements	—	(21,313)	—	—
Management Reserves	506,269	—	506,269	—
Total	\$ 27,471,608	\$ 23,512,999	\$ 29,443,682	\$ 31,252,937

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 1,082	\$ 1,082	\$ 303,420	\$ —
Licenses Permits & Franchises	12,982,923	13,344,291	14,383,860	16,203,107
Fines, Forfeitures & Penalties	153,260	230,639	231,658	260,958
Intergovernmental Revenues	1,648,710	1,734,230	2,527,086	2,391,720
Charges For Current Services	10,591,349	6,538,551	7,261,616	7,534,482
Miscellaneous Revenues	751,832	723,303	598,517	674,258
Other Financing Sources	1,390,395	1,390,395	1,390,395	1,390,395
General Revenue Allocation	(47,943)	(449,492)	2,747,130	2,798,017
Total	\$ 27,471,608	\$ 23,512,999	\$ 29,443,682	\$ 31,252,937

Farm and Home Advisor



Department Description

The Farm and Home Advisors Office conducts a program of education and applied research in a three-way partnership with the County of San Diego, University of California and 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, other agencies, and services at the county level. County advisors also serve as resources for public and private agencies, organizations, and 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.

2001-02 Accomplishments

Environment

- "Local branding" and "local grown" San Diego County Products has been promoted through leading San Diego chefs and direct markets. Agricultural tourism projects have been promoted, such as farmers markets, direct sales by growers, local farm visits, farm stays, and wine-tasting activities—over 150 sites have been identified.
- Research has been done in storm water and water runoff from farm sites. The Encinitas Water Quality Project is in the education phase for growers using best management practices.

- The Integrated Pest Management Program has reduced pesticide and chemical use for commercial growers, landscapers, homeowners, and managers of golf, turf, sports fields and public land.
- A ten-week business-planning program for agricultural entrepreneurs has been completed.
- Invasive Weed Education programs in Arrundo, Caulerpa, and Pampas Grass have been conducted. Community education on agricultural biotech issues was initiated. A major demonstration project using anti-fouling materials on boats is underway in San Diego Bay.
- A sports fishing and aquatic science youth education program has been identified to support community-based youth groups using the National 4-H Sports Fishing Program as a model.

Self Sufficiency

- In cooperation with the Veterinary Medicine School at Davis, the Grossmont Community College District and 4-H Youth Education Foundation, the Animal Ambassadors Science Education Outreach project is being delivered to children in after-school programming throughout San Diego County.



Health and Wellness

- An early childhood education curriculum has been completed and tested. Twenty-five school sites have been identified countywide to test development of a junior master gardener program. The Master Gardeners volunteer program completed and delivered a school gardens manual to every school in San Diego County.
- The Nutrition Education Program targeting low-income families has completed its 32nd year reaching over 2,000 families each year.
- Volunteers completed a food service training program and are extending this training with community-based groups.

2002-04 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.

- 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 and 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.

Changes from 2001-02 Adopted

Expenditure

- Services and supplies increase \$7,000 due to information technology costs.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
University Extension Services Received	\$2,295,469	\$2,295,469	\$2,670,814	\$2,670,814
Cost Per Dollar Of Service Received	\$0.11	\$0.11	\$0.13	\$0.13
Clerical/ Field Service Support For Cooperative Agreement-Tech. Assistance To Ag. Industry, Support For Grant & Research Projects; Data Collection For Use Of New Technology	6.50	7.00	7.50	7.50
Cost Per Staff Year To Provide Support & Maintenance For UCCE Programs	\$40,909	\$44,529	\$50,693	\$50,693
Newsletters/Publications/Communications Sent	n/a	n/a	535,600	535,600



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Farm and Home Advisor	7.50	7.50	7.50
Total	7.50	7.50	7.50

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Farm and Home Advisor	\$ 582,607	\$ 487,754	\$ 590,362	\$ 618,155
Total	\$ 582,607	\$ 487,754	\$ 590,362	\$ 618,155

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 338,486	\$ 298,619	\$ 338,976	\$ 371,960
Services & Supplies	238,930	189,134	246,195	246,195
Management Reserves	5,191	—	5,191	—
Total	\$ 582,607	\$ 487,754	\$ 590,362	\$ 618,155

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 21	\$ 21	\$ —	\$ —
Miscellaneous Revenues	—	3,657	—	—
General Revenue Allocation	582,586	484,076	590,362	618,155
Total	\$ 582,607	\$ 487,754	\$ 590,362	\$ 618,155

Parks and Recreation



Department Description

The County Department of Parks and Recreation operates nine camping parks, seven regional picnic parks, and 40,000 acres of parkland and open space, with approximately 100 miles of trails, two historic adobes, a restored stage station, and the Heritage Park 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.

2001-02 Accomplishments

Fiscal Stability

- Completed \$20.8 million in Capital Improvement Projects during Fiscal Year 2001-02, including land acquisitions.
- Implemented a new policy of collecting payments up front when camping reservations are made.
- Established Heritage Park as center for reservations and gateway to County Parks
- Submitted and received Board of Supervisors' approval for Proposition 12 funding application strategy.
- Hosted special events and solicited corporate sponsorships and partnerships to generate \$30,000 additional revenue during Fiscal Year 2001-02.
- Reliance on Park Land Dedication Ordinance (PLDO) interest revenue reduced in budget from \$253,694 to \$126,847 in Fiscal Year 2001-02.

Crime Prevention

- Offered youth-at-risk programs at two County-operated community centers in the unincorporated area.
- Continued the effort to expand the Anti-Violence Association (youth driven leadership program) into the community of Spring Valley.
- Construction of gymnasium in Spring Valley ongoing.
- Completed design of the Collier Park Gym.
- Provided recreational at-risk youth program support to the Health and Human Services Agency's San Pasqual Academy and Polinsky Children's Center.
- Worked with the Sheriff's Department and local community to develop a skateboard facility in Lakeside.
- Developed and maintained new sports fields at Fallbrook, Spring Valley, Jamul, Tijuana River Valley, Alpine, Julian, and Lakeside parks.
- Developed and implemented Trails/Preserve patrols at Volcan Mountain, Wilderness Gardens, Goodan Ranch/Sycamore Canyon, and Ramona Area Preserve.
- Obtained grant funding for on-going Critical Hours funding and submitted application for other youth related programs.



Environment

- Submitted competitive grant applications of \$660,000 for historic sites, \$360,000 for community parks, and \$3,900,000 for open space parks.
- Earned a 95% satisfaction rating on County's customer service survey.
- Added 23 new positions to increase monitoring and maintenance of environmental resources in open space and regional parks.
- Expended \$2.66 million of \$2.7 million for ongoing Multiple Species Conservation Plan (MSCP) General Fund allocation.
- Purchased priority parcels in Santa Ysabel, Iron Mountain, and Escondido Creek.
- Extended hours of operation at 16 park locations until dusk.
- Designed an implementation plan for the expenditure of \$21 million of Proposition 12 funds that the department will receive over the next five years.
- Completed design for youth center building, parking, and walkway improvements at Lindo Lake; construction to begin in Fiscal Year 2002-03.
- Completed design of Collier Park Gym; State grant funding reverted.
- Developed plans and specifications for restroom building at Agua Caliente Park.
- Reinvested \$1.3 million during Fiscal Year 2001-02 to address the major maintenance backlog in various parks.
- Submitted grant applications and received \$13.5 million in Wildlife Conservation Board (WCB) funds to acquire properties at Iron Mountain and Santa Ysabel.
- Submitted grant applications and received \$0.7 million in Transportation Enhancement Act (TEA) Funds from CALTRANS for Escondido Creek properties.

- Submitted grant applications and received \$0.2 million for a river crossing in the Tijuana River Valley Regional Park.
- Completed 14 additional park projects within existing local parks using Park Land Dedication Ordinance (PLDO), Community Development Block Grant (CDBG), and County General Funds.
- Constructed community garden in the Tijuana River Valley Regional Park.
- Completed the Tijuana River Valley Regional Park Framework Management Plan.
- Worked with Departments of Public Works and Planning and Land Use to develop the County Trails Assessment and GP2020 Goals and Objectives for the program.
- Hired a full-time County Historian .
- Hired six new Park Rangers and five Park Maintenance Workers for the Open Space Preserves.
- Hired a Trails Coordinator to oversee implementation of County regional trail system.
- Completed the Otay Valley Regional Park Strategic Plan.
- Monitored and maintained new open space acquisitions and local parks.

Technology

- Provided enhanced communications to remote Department sites for electronic timesheets, mainframe access, Internet access, and e-mail.
- Began electronic barcode tracking of warehouse stock.
- Began on-line reservations for camping.
- Standardized the Parks and Recreation web page to expedite customer service.
- Created a shared directory for Multiple Species Conservation Program (MSCP) to allow for seamless flow of information between departments.



- 100% of new construction design plans AutoCAD compatible.

Regional Leadership

- Coordinated and staffed a booth at the San Diego Earth Day event in April.
- Developed a mobile presentation on the MSCP - ten public presentations performed.
- Coordinated the MSCP Branding program.

Self Sufficiency

- 60 seniors registered for computer training programs.
- Continued to provide full-time and part-time childcare services at Spring Valley and Fallbrook Community Centers.
- Recruited and trained 20 teen mentors to provide support to at-risk youth.
- Completed family restroom projects and ADA compliance retrofits at Lake Jennings, Dos Picos, Pine Valley, Lindo Lake, Vallecito, Otay Lakes, San Dieguito, Live Oak, Spring Valley, Flinn Springs, El Monte, and Goodland Acres Parks.

Health and Wellness

- Served 21,000 lunches at the senior lunch programs at Lakeside, Fallbrook, and Spring Valley Community Centers.
- Provided 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.
- Worked with Grossmont School District to expand California Nutrition Network Project into the community of Spring Valley.
- Registered 1,500 participants in the Lakeside Women, Infants and Children (WIC) Program to teach young mothers about proper nutrition.

- Completed therapy pool building at Agua Caliente Park.
- Enhanced San Dieguito and Felicita Parks with restroom and walkway improvements.

Human Resources Modernization

- Expended \$25,000 on natural resources training for open space staff.
- Used the Department's website to recruit candidates to fill 29 new positions during Fiscal Year 2001-02.
- Expended \$10,000 on management training for Department's mid-level managers.
- Began remodel at Parks and Recreation headquarters to increase workplace efficiency, enhance employee safety, and improve customer service.
- Completed career development plans for 100% of department staff.
- 100% of staff trained on new e-mail and payroll systems.

2002-04 Objectives

Fiscal Stability

- Complete \$6 million in Capital Improvement Projects during Fiscal Year 2002-03 and \$7 million during Fiscal Year 2003-04.
- Maximize general fund dollars by leveraging against grants as match funds.
- Submit and receive Board of Supervisors' approval for Proposition 40 funding strategy.
- Work to reconcile general fund expenditures to trust fund reimbursements within 30 days.
- Increase revenue generation opportunities through leases and concessions.

Crime Prevention

- Reduce illegal dumping and off-road vehicle activity in Open Space preserves through aggressive enforcement activities.



- Continue to 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.
- Expand the 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.
- Continue development and/or operation and maintenance at new sports fields in Fallbrook, Spring Valley, Jamul, Tijuana River Valley, Alpine, Julian, and Lakeside parks.
- Complete youth center building, parking, and walkway improvements at Lindo Lake.
- Complete Collier Park Gym.
- Seek additional grant funding for youth programs.

Environment

- Design an implementation plan for the expenditure of \$14 million of Proposition 40 funds that the department will receive over the next eight years.
- Seek competitive grant opportunities utilizing Wildlife Conservation Board (WCB) and Cultural and Historical Preservation funding.
- 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).

- Implement the Tijuana River Valley Management Plan.
- Collaborate with the community partners and the Nature Conservancy to protect and enhance the Santa Maria Creek and Ramona Grasslands.
- Continue to implement the Otay Valley Regional Park.

Technology

- Improve Reporting System on Department of Parks and Recreation Projects by providing multi-user database access and report revisions.
- Plan Content Management System to store and retrieve park construction plans and drawings.
- Fully implement electronic barcode tracking of warehouse stock.
- Go live with internet camping reservation system.
- Train 100% of staff on new e-mail and payroll systems and online IT service requests to outsourcing partner.
- Make 100% of new construction design plans AutoCAD compatible.
- Develop and implement a fully functional GIS division utilizing existing resources.

Regional Leadership

- Coordinate and staff a booth at the Latino Book and Family Fair.
- Continue to coordinate and staff a booth at the annual San Diego Earth Day event.
- Coordinate the MSCP Branding program.

Self Sufficiency

- 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 youth.



Health and Wellness

- Work with Health and Human Services Agency (HHSA) and other local parks departments to develop programs and publications to deal with childhood obesity.
- 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.

Human Resources Modernization

- Use the Department’s website to recruit candidates to fill new positions.
- Continue to provide management training for Department’s mid-level managers.
- Develop a Department-wide succession plan.

Changes from 2001-02 Adopted Budget

Expenditure

A net decrease of \$1.6 million is proposed for the following activities:

- \$1 million in increased salary and benefit costs resulting from negotiated labor agreements.
- Reduction in overall services and supplies of \$0.9 million due largely to decreases in Public Liability Insurance costs.
- Reduction in capital project spending of \$0.4 million at various County parks.
- \$1.3 million less in Park Land dedication contributions to other agencies as a result of lower housing starts.

Revenue

A net decrease in budgeted revenue of \$1.6 million is proposed for the following activities:

- Park Land Dedication fee reductions of \$1 million directly linked to lower housing starts.
- Reliance on Park Land Dedication Ordinance (PLDO) interest revenue reduced by \$130,000
- General revenue allocation decrease of \$0.4 million due to capital projects spending reductions.
- Reduction of \$75,000 in one-time HUD grant for water quality study at Lindo Lake.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of Park Land Acres owned	35,000	35,600	40,000	42,000
Number of Campsite Reservations processed	18,500	19,052	19,300	19,500
Number of Volunteers/Hours	n/a	400/132,818	400/170,000	450/200,000
Customer Satisfaction Survey	95%	95%	95%	95%
Number of Youth Diversion Program Days	700	770	800	830
Number of Participants, Youth Diversion Programs	30,000	31,750	32,000	33,000



Parks and Recreation

Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Parks and Recreation	155.00	155.00	155.00
Park Special Districts	3.00	3.00	3.00
Total	158.00	158.00	158.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Parks and Recreation	\$ 16,231,818	\$ 15,110,071	\$ 16,347,925	\$ 17,220,992
Park Land Dedication	7,474,682	2,200,134	5,344,947	5,344,947
Park Special Districts	2,546,255	1,387,822	2,967,255	2,967,255
Total	\$ 26,252,755	\$ 18,698,028	\$ 24,660,127	\$ 25,533,194

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 8,936,762	\$ 8,340,238	\$ 9,944,988	\$ 10,691,963
Services & Supplies	8,731,609	7,437,185	7,872,516	7,598,608
Other Charges	7,526,037	817,502	5,823,149	6,223,149
Fixed Assets Equipment	571,500	291,034	524,474	524,474
Reserves	35,000	—	35,000	35,000
Operating Transfers Out	451,847	1,812,066	460,000	460,000
Total	\$ 26,252,755	\$ 18,698,028	\$ 24,660,127	\$ 25,533,194



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 6,857,869	\$ 6,857,869	\$ 5,170,950	\$ 5,170,950
Taxes Current Property	569,179	652,720	710,866	710,866
Taxes Other Than Current Secured	4,640	9,787	4,640	4,640
Licenses Permits & Franchises	2,090,400	1,147,800	1,407,600	1,407,600
Fines, Forfeitures & Penalties	—	(1,155)	—	—
Revenue From Use of Money & Property	990,814	768,956	783,814	783,814
Intergovernmental Revenues	224,351	294,046	204,214	204,214
Charges For Current Services	3,830,877	4,344,161	4,187,120	4,187,120
Miscellaneous Revenues	9,000	93,295	9,000	9,000
Other Financing Sources	451,847	1,197,847	460,000	460,000
General Revenue Allocation	11,223,778	3,332,702	11,721,923	12,594,990
Total	\$ 26,252,755	\$ 18,698,028	\$ 24,660,127	\$ 25,533,194

Planning and Land Use



Department Description

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

Mission Statement

Maintain and protect public health, safety and well being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance and performing comprehensive community outreach.

2001-02 Accomplishments

Environment

- Continued General Plan 2020 to reach consensus on preferred land use alternative. Completed draft structure map and reviewed community plan text and maps with community groups.
- Completed supplemental environmental review and returned Agricultural General Plan Amendment to the Board of Supervisors for adoption.
- Completed adoption of Riverway Five Year Implementation Plan.
- Completed East Otay Mesa Specific Plan Amendment and received Board of Supervisor approval on June 12, 2002.
- Obtained favorable opinion from Independent Science Advisor Peer Review of North County Sub-area Plan Modeling process.

- Conducted North County Multiple Species Conservation Program (MSCP) Sub-area Plan Workshops with North County Communities and Planning Commission.
- Completed MSCP Management and Monitoring Activities.
- Completed two years of plant surveys.
- Provided interim database to Department of Fish and Game.
- Completed Crestridge Preserve Management Plan.
- Completed the implementation of Digital Imaging Technologies grant.
- Completed MSCP Framework Management Plan.
- Completed 80% of 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.

Technology

- Web Activities:
 - Implemented Resource Planning site providing regulatory information.
 - Maintained and improved MSCP site, including Quino checkerspot butterfly survey map, and Mitigation Bank information and map.



- Completed Phase I and 95% of Phase 2 of the MSCP Portal Web site Development Project.
- Began work on interactive site providing information regarding code and zoning complaint procedures. This site will include interactive forms.
- Created New Release section to highlight changes in ordinances such as the Fire Code and Stormwater Ordinances.

Regional Leadership

- Fallbrook Fire Response Task Force Activities:
 - Facilitated initiation of rapid response for damage assessment to aid homeowners whose homes were damaged or destroyed.
 - Completed damage assessment within two days.
 - Coordinated with several County departments and Board Offices to arrange a community workshop.
 - Facilitated workshop held 11 days after fire, over 300 members of the community attended.
 - This Fire Response Task Forces will serve as a model for responses to future disasters.
- Implemented Methane Ordinance, which will result in the reduction of time and cost associated with home construction while continuing to protect community health and safety.
- Completed ratification of Consolidated Fire Code—combines the County Fire Code with codes from each of the 17 Fire Districts serving the unincorporated area, which greatly simplifies the permit process for builders and homeowners.
- Implemented Administrative Citation Program.
- Completed Policy and Ordinance amendments as follows: day care centers, rural tourism, historic designator removal, sign ordinance revisions, provisions for wholesale limited wineries, PERB membership requirements, and preliminary report on wireless facilities.

2002-04 Objectives

Environment

- Begin Phase I of Zoning Ordinance Revision to implement General Plan 2020.
- Continue General Plan 2020 to reach consensus on preferred land use alternative.
- Complete planning work to implement Fallbrook Concept Plan.
- Complete Lakeside Historic Rezone.
- Complete Trail Master Plan for Upper San Diego River Improvement Project.
- Implement facilities financing plans for East Otay Mesa.
- Conduct North County MSCP Sub-area Plan Workshops for Board of Supervisors, Planning Commission, and North County Communities.
- Complete draft North County MSCP Sub-area Plan and obtain Board of Supervisors authorization to proceed with environmental review.
- Conduct preliminary research, field surveying, and provide final report for Arroyo Southwestern Toads and Pacific Pond Turtles on MSCP preserve lands.
- Develop Area-Specific Management Directives and a fire management plan for the San Vicente Open Space Preserve within the MSCP.
- Complete Phase I and Phase 2 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.
- Complete scope of work for the Otay River Watershed Management Plan.
- Contract with consultant for completion of North County MSCP Sub-area Plan EIR/EIS.
- Contract with consultant to assist in the East County MSCP Sub-area Plan effort.
- Continue Stormwater/Watershed Planning efforts.



- Provide enforcement of debris/trash for the unincorporated County.
- Provide plan check services on new construction to ensure compliance with fire regulations.
- Coordinate Fire Mitigation Fee Program.
- Establish a County Fire Response Team in DPLU for damage assessment related to Level 1 activations of the San Diego County Operational Contract with consultant to assist in the East County MSCP Sub-area Plan effort.

Regional Leadership

- Issue a Request For Proposal for Code Enforcement Hearing Officer services.
- Complete Policy and Ordinance revisions as follows: wireless facilities, simplification or elimination of permit requirements for parks, response to State law change on windmills, and mini-warehouse regulations.

Technology

- Activate MSCP Portal Web site.
- Enhance customer service through Business Process Automation. Some new and ongoing automation projects include KIVA Discretionary Permitting, KIVA Net Vision, KIVA Net Citizen, KIVA Remote Inspector, KIVA Cashiering interface with Oracle Financials and development of a document management system.

Changes from 2001-02 Adopted

Expenditure

- Overall expenditures have increased by \$1.6 million. This increase is related to the transfer of the cashiering function from the Auditor & Controller to Planning and

Land Use; an increase in Stormwater/Watershed costs; enforcement of debris/trash activities; and the re-budgeting of consultant contract monies.

Revenue

- Overall revenues have increased \$0.9 million. This increase is related to grant monies for MSCP and Stormwater activities and increase in program revenues from fees.

Staffing

- Overall staffing in the Department of Planning and Land use has increased by 6.0 staff years, however, offsetting reductions have been made in other County departments resulting in no increase in County-wide staffing. The changes are outlined below:
 - + 1.0 Accounting Technician – Cashiering Function (transferred from Finance and General Government Group)
 - + 2.0 Cashiers – Cashiering Function (transferred from Finance and General Government Group)
 - +1.0 Environmental Management Coordinator – Watershed Planning (offsetting deletion within Land Use Environment Group)
 - +1.0 LUEG Project Manager – Customer Service/ Business Process Enhancement (offsetting deletion within Planning and Land Use)
 - +1.0 Code Enforcement Officer II (offsetting deletion within Land Use Environment Group)



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Customer Satisfaction Rating (% Good or Very Good)	90%	91%	90%	90%
Internal Overhead Rate %	15%	15%	15%	15%
Number of Completed Building Inspections	43,000	46,000	45,000	45,000
% of Completed Building Inspections	100%	100%	100%	100%
Zoning Counter Wait Time (in minutes)	n/a	15	15	15



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Support Services	12.00	11.00	11.00
Advance Planning	7.00	7.00	7.00
Current Planning	40.00	40.00	40.00
Resource Planning	32.00	31.00	31.00
Multi-Species Conservation	15.00	14.00	14.00
Building	68.00	73.00	73.00
Codes Enforcement	20.00	21.00	21.00
General Plan 2020	15.00	18.00	18.00
Total	209.00	215.00	215.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Support Services	\$ 1,604,616	\$ 1,838,116	\$ 1,514,457	\$ 1,784,758
Advance Planning	975,006	760,199	904,277	688,468
Current Planning	3,009,474	2,961,320	3,164,528	3,278,596
Resource Planning	2,689,804	1,865,409	2,800,962	2,750,298
Multi-Species Conservation	2,179,828	1,388,576	3,551,705	1,730,712
Building	5,944,894	6,134,092	6,512,142	6,758,186
Codes Enforcement	1,295,156	1,319,163	1,482,668	1,584,411
General Plan 2020	3,665,991	1,712,538	3,051,462	1,712,327
Total	\$ 21,364,769	\$ 17,979,417	\$ 22,982,201	\$ 20,287,756

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 12,444,033	\$ 12,003,094	\$ 14,329,947	\$ 15,774,837
Services & Supplies	8,893,736	5,976,323	8,598,254	4,512,919
Fixed Assets Equipment	27,000	—	54,000	—
Total	\$ 21,364,769	\$ 17,979,417	\$ 22,982,201	\$ 20,287,756



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ 112,000	\$ 112,000	\$ 162,000	\$ —
Fund Balance	4,269,879	4,269,879	4,423,110	1,944,067
Licenses Permits & Franchises	5,688,133	5,269,540	5,869,040	6,361,189
Fines, Forfeitures & Penalties	4,770	136,558	44,770	74,770
Revenue From Use of Money & Property	—	33,291	—	—
Intergovernmental Revenues	1,080,000	685,865	1,954,351	818,878
Charges For Current Services	5,038,417	4,403,427	4,624,493	5,161,870
Miscellaneous Revenues	—	200,316	—	—
General Revenue Allocation	5,171,570	2,868,541	5,904,437	5,926,982
Total	\$ 21,364,769	\$ 17,979,417	\$ 22,982,201	\$ 20,287,756

Public Works



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; rural 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.

2001-02 Accomplishments

Environment

- Enhanced stormwater quality efforts by implementing administration citation procedures to enforce compliance of permitted construction sites; more than quadrupled debris removed from County roads/drainage ways; implemented washing vehicles only where wash water is contained/properly disposed; overhauled/expanded watercourse ordinance compliance efforts.
- Developed comprehensive stormwater compliance guidelines and standards manual for development industry including construction/post-construction best management practices (BMPs) and simplified procedures for builders.
- Improved wastewater preventive maintenance/vandalism deterrence procedures to minimize risks of sewage stoppages/spills.
- Initiated recycling centers for Boulevard/Jacumba and Ranchita communities.
- Installed microturbines at Jamacha Landfill where methane is converted into electrical power.
- Completed extensive Trails Needs Assessment and obtained approval of Trails program goals/policies; began development of regional and community Trails Plans.
- Worked with Federal Aviation Administration (FAA) to enhance security at all County owned airports.
- Completed runway extension at Ramona Airport significantly enhancing fire emergency response by accommodating larger fire fighting aircraft.
- Provided traffic control/cleanup support for February 2002 Fallbrook fire, and quickly repaired fire damage to De Luz Bridge.
- Installed battery backup systems for all 130 County maintained traffic signals. (Signals will continue to function without interruption during power outages.)
- Contracted resurfacing of 205 miles of County maintained roads; installed 12,900 feet of guardrail; repaired 100% of reported potholes by next working day.



- Completed two-year effort to identify/inventory/evaluate 12,823 culverts and drop inlets.
- Completed several road/drainage improvement projects including San Vicente Road widening, Broadway Avenue box culvert, West Lilac Road widening, Dehesa Road widening, intersection improvements at Del Dios and Mount Israel, and Poway inactive landfill desiltation basin.
- Performed land development map/plan checks in less than ten calendar days (median) for fourth consecutive year.
- Recorded 26 major subdivision maps and 42 minor subdivision maps.
- Partnered with Julian community to develop comprehensive Community Right of Way Standards.
- Successfully transitioned \$50 million multiyear East County Suburban Bus Contract to new service provider and placed 40 new buses in service, substantially increasing on time performance and ridership.
- Divested County Transit System (CTS) to Metropolitan Transit Development Board (MTDB) enhancing regional planning/services.
- Ceased wastewater staff support for four other jurisdictions, enabling staff to better focus resources on operation/maintenance requirements of County sanitation districts.

Self Sufficiency

- Assisted in making San Pasqual Academy initiative a reality through improvements to roads, wastewater facilities, and street lighting.

Fiscal Stability

- Continued to actively participate in County's ERP development and implementation.

- Consolidated administrative office space requirements, reducing leased space by 13,000 square feet and annual savings of \$280,000.
- Continued increased efforts and success in obtaining grants including: Caltrans grant to improve roadway signs (\$146,844); SDG&E grant for converting traffic signals to light emitting diode lamps (\$338,718); Safe Routes to School grant for sidewalks (\$50,000); increased annual California Department of Finance forest reserve grant (\$90,618); California Transportation Commission Rural Transit System Grant to expand rural transit services (\$495,000); Federal Aviation Administration grants (\$6 million) for airport infrastructure projects.

Technology

- Initiated replacement of microfiche/hard copy survey records with digital document library improving public access.

Human Resources Modernization

- Prepared personal development plans for all employees and completed 100% of planned training.

Workplace Improvement

- Accomplished workplace improvements for 86 employees.
- Implemented code of safe practices to improve safety of staff at construction sites.

2002-04 Objectives

Environment

- Continue to implement Board initiatives increasing cleaning of roads/drainage ways; require post-construction BMPs in new construction; to convert existing concrete channels to natural drainageways where feasible; and to encourage natural channels in new construction.



- Develop mechanism to fund costs and assure compliance with NPDES permit.
- Complete Regional and Community Trails Plans.
- Develop Watershed Master Plans for Tijuana River Basin and Santa Margarita Watershed.
- Support DPLU's GP 2020 efforts through transportation planning assistance.

Fiscal Stability

- Support/participate in County's ERP development and implementation.
- Work with other agencies to seek long-term, stable funding sources for infrastructure capital needs.

Human Resources Modernization

- Encourage execution of personal development plans for every employee.

Workplace Improvement

- Implement five and ten year goals for workplace improvements.

FY 2002-03 Changes from 2001-02 Adopted

Expenditure

Changes are result of divestiture of transit services to MTDB and budgeting projects at anticipated execution level. Historically, budgets included all projects for which funds had been requested. The budget includes only projects for which funding is certain to be received. Expenditures are decreasing \$37.6 million. A \$2.3 million increase in Salary and Benefits is offset by: \$26.4 million reduction in Services and Supplies due to divestiture of transit services (\$19 million) and changes in projects; \$1.2 million increase in Right of Way acquisition; \$5 million reduction in Fixed Assets (Capital Projects); \$0.7 million reduction in Fixed Asset (equipment); \$8.2 million

reduction in Reserve Increases in Sanitation Districts; and \$0.8 million decrease in Operating Transfer Out.

Significant Program changes are:

- **Transportation:** Increasing \$0.1 million due to Salary increases of \$0.6 million offset by decreases in Services and Supplies.
- **Land Development:** Increasing \$3.2 million reflecting transfer of staff from Engineering Services to Land Development and as-needed consultant services, both for Private Development Construction Inspection Program.
- **Solid Waste Management:** Increasing \$0.9 million for landfill activities necessary to remain in compliance with regulatory requirement.
- **Engineering Services:** Decreasing \$5 million—\$1 million decrease in Salary and Benefits due to transfer of staff to Land Development; \$9 million decrease in Detailed Work Program project Contract costs, and \$5 million increase in Right of Way acquisition.
- **Management Services:** Decreasing \$1.7 million due to reductions in transit support staff, Public Liability Insurance and Contingency Reserves.
- **General Fund:** Decreasing \$0.6 million. Reduction in revenue-funded expenditures associated with transit activities.
- **Airports:** Decreasing \$10.2 million due to change in budgeting for Capital Projects.
- **County Transit:** Decreasing \$18.5 million due to divestiture of Transit Services to MTDB.
- **Sanitation Districts:** Decreasing \$4.4 million due to reduced reserve increases.
- **Flood Control:** Increasing \$1.2 million for watershed management and storm water compliance activities.
- **Equipment ISF:** Decreasing \$3.5 million in equipment purchases and operating transfers.



Revenue

Revenues are adjusted to reflect currently funded projects, anticipated revenue from others, and available fund balance for operational needs. General Fund allocation is increasing \$100,000. Significant revenue changes are:

- \$16.5 million decreased Transit Development Act (TDA) funding due to divestiture of transit services to MTDB.
- \$7.1 million increased TransNet funding for Detailed Work Program projects.
- \$10 million decreased Intergovernmental Revenues for projects. (Federal Aviation decrease \$11.7 million and Federal Highways and Bridges decrease \$1.8 million offset by increased State Aid for Construction and Gas Tax).
- \$4.5 million decreased Charges for Services due to change in projects.
- \$3.6 million reduction in Reserve Decreases in Sanitation Districts.
- \$18.4 million reduction in Fund Balance for projects.

Staffing

Overall decrease of six positions due to divestiture of Transit Services; Changes by program are:

- Transportation decreasing one staff year. No impact to program.
- Land Development increasing net of 23 staff years. Includes transfer of 24 staff (22 from Engineering) and reduction of one position. This places private development inspection staff with project managers in the same division and location to increase communication and coordination.
- Engineering decreasing 23 staff years: transfer of 22 staff years to Land Development and one staff year deleted to offset addition of position for Solid Waste Management.
- Management Services decreasing five staff years: decrease of six due to transit divestiture and decrease of one transferred to Land Development to meet operational needs, offset by addition of two Program Managers.
- Solid Waste Management—Increasing one staff year to enforce existing recycling ordinances.
- Airports—Increasing one staff year to meet security needs required by FAA.
- Wastewater: Decreasing two staff years. One to offset add in Airports and one transferred to Land Development.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
DPW Roads/Drainage Debris Removal (Cubic Yards)	5,000	18,227	15,000	15,000
Grant Submittals	20	41	20	20
Permanent Employees with Personal Development Plans	100%	100%	100%	100%
Work Space Improvements (# Employees)	50	86	20	20
County Roads Resurfaced (Miles)	200	205 ¹	160	160

¹ Reflects higher per mile cost due to ratio of structural repairs to surface treatments



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Transportation Program	226.00	225.00	225.00
Land Development Program	79.00	102.00	102.00
Engineering Services Program	103.00	80.00	80.00
Solid Waste Management Program	16.00	17.00	17.00
Management Services Program	48.00	43.00	43.00
Airports Program	31.00	32.00	32.00
Wastewater Management Program	41.00	39.00	39.00
Total	544.00	538.00	538.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Transportation Program	\$ 26,883,598	\$ 25,594,956	\$ 26,962,143	\$ 27,754,100
Land Development Program	8,859,875	8,250,409	12,098,079	12,664,285
Engineering Services Program	51,489,003	47,954,354	46,509,152	86,606,077
Solid Waste Management Program	12,264,035	12,400,696	13,116,506	12,531,288
Management Services Program	9,877,174	9,824,875	8,156,420	8,297,831
General Fund Activities Program	4,265,076	3,261,269	3,675,951	2,900,325
Airports Program	35,161,551	13,912,028	24,994,379	13,005,924
Wastewater Management Program	5,165,723	3,920,575	4,964,822	5,894,179
County Transit Program	18,483,331	17,150,870	—	—
Sanitation Districts	31,526,901	14,560,623	27,111,729	20,864,672
Flood Control	5,786,542	3,215,818	6,981,554	5,958,394
County Service Areas	5,282,357	3,218,443	6,337,150	4,914,810
Equipment ISF Program	12,978,604	7,633,690	9,509,071	9,059,071
Total	\$ 228,023,770	\$ 170,898,612	\$ 190,416,956	\$ 210,450,956



Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 37,014,976	\$ 36,102,698	\$ 39,288,169	\$ 42,297,569
Services & Supplies	136,762,718	118,894,148	110,408,422	139,333,790
Other Charges	13,318,133	3,933,059	14,534,109	15,250,895
Fixed Assets	24,828,734	6,012,375	19,872,046	6,089,979
Fixed Assets Equipment	4,553,206	3,247,394	3,873,736	4,883,736
Expenditure Transfer & Reimbursements	(320,000)	—	—	—
Reserves	750,000	—	250,000	250,000
Reserve/Designation Increase	9,238,600	—	1,071,355	1,278,702
Operating Transfers Out	1,877,403	2,708,935	1,119,119	1,066,285
Total	\$ 228,023,770	\$ 170,898,612	\$ 190,416,956	\$ 210,450,956

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ 799,725	\$ 48,178	\$ 4,475,910	\$ 2,509,313
Fund Balance	39,069,312	7,757,854	20,694,927	14,464,219
Taxes Current Property	3,153,528	3,582,107	3,399,418	3,524,768
Taxes Other Than Current Secured	31,951,523	26,853,656	22,537,047	47,504,150
Licenses Permits & Franchises	53,100	105,841	53,100	53,100
Fines, Forfeitures & Penalties	3,000	6,748	100	100
Revenue From Use of Money & Property	16,083,419	16,301,555	16,766,911	16,692,076
Intergovernmental Revenues	78,028,210	58,061,459	68,050,830	65,719,036
Charges For Current Services	41,008,176	40,307,521	36,532,537	43,507,415
Miscellaneous Revenues	13,547,717	13,977,843	14,189,408	13,695,568
Other Financing Sources	2,901,449	3,540,068	2,157,930	1,203,324
General Revenue Allocation	1,424,611	355,782	1,558,838	1,577,887
Total	\$ 228,023,770	\$ 170,898,612	\$ 190,416,956	\$ 210,450,956

Community Services Group

**Community Services Group Summary &
Executive Office**

Animal Control

County Library

General Services

Housing & Community Development

Purchasing and Contracting

San Diego County Redevelopment Agency

Registrar of Voters

Community Services Group Summary & Executive Office



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

To provide cost effective and responsive services to our customers—the public and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

2001-02 Accomplishments

Environment

- Assisted in development of Best Management Practices (BMP) for the County's Stormwater Management Plan.
- Executed a Strategic Energy Master Plan.
- Acquired the Santa Ysabel Ranch (5,320 acres) in Julian and Ramona Serena (716.5 acres) in Ramona for the MSCP Preservation Program.

Self Sufficiency

- Expanded Books-By-Mail pilot program for enhanced availability of library resources to 257 customers.
- Replaced two new mobile libraries and researched service needs and schedule frequency in rural eastern and northern San Diego County, including San Pasqual Academy and County Operations Center.

- Provided rental assistance to approximately 9,633 families per month.
- Provided 207,200 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.

Technology

- Developed and implemented on-line auction capabilities to better serve the citizens of San Diego County, including a link between the County's auction website and the eBay website where numerous County excess property items are now regularly offered and sold using digital picture technology.
- Continued to explore the feasibility of moving away from current punch card voting system to a new system.
- Placed various Purchasing and Contracting documents on the Intranet/Internet, including the Procurement Card Handbook, and various handouts such as Economy & Efficiency Guide, Request For Proposals handouts, and Statement of Work handbook
- Added web links to the Department of Animal Control website for local humane societies and other animal welfare organizations.



- Replaced the Housing and Community Development's Champions Computerized System with a more accurate, dependable, and reliable computerized system for the Section 8 Rental Assistance Program.
- Enhanced office supply contract to include expansion of core items and electronic ordering, and by providing services to other government entities.

Workplace Improvement

- Moved the Central Area animal shelter, patrol operations, and administrative services to the newly-completed Kroc-Copley Animal Shelter facility.
- Continued the County's commitment to maintaining its capital assets by starting or completing \$16 million in planned major maintenance work.

Fiscal Stability

- Entered into an enabling agreement to purchase reliable energy service at the lowest cost allowing continued negotiations with an independent Electric Service Provider.
- Advised and assisted County departments in energy management to achieve a 10% reduction in energy consumption from Fiscal Year 2000-2001.
- Received Capital Management Rating of A- from *Governing* magazine.
- Continued to attend meetings, workshops, and public hearings relating to the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000 (Proposition 14); provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.
- Increased the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$250,000; all funds matched by January, 2002.

Human Resources Modernization

- Increased emphasis on employee suggestions for workplace process improvements; rewarded employees for entrepreneurial approaches to their work.
- Improved and increased diversity in recruitment through community outreach.
- Added PeopleSoft Super User at CSG Group level to provide group-wide support.

Regional Leadership

- Successfully completed the Redistricting process for the County.
- Strengthened adoption partnerships with the Friends Of County Animal Shelters (FOCAS), local humane societies and other animal welfare organizations.
- Conducted the first-ever Animal Care Academy, providing 80 hours of comprehensive training for all Department of Animal Control kennel staff. Opened the Academy to selected volunteers as well as staff from other local animal control agencies and humane societies.

Continuous Improvement

- Enhanced the level and quality of medical care provided Department of Animal Control shelter animals by adding two permanent staff veterinarians.
- Developed a new coding system to categorize all backlogged requisitions with a standardized reason code to improve our ability to focus on and resolve requisition problems and reduce processing times.

2002-04 Objectives

Environment

- Conduct energy audits at facilities that consume more than 100 kilowatts and provide customer departments with recommendations for energy management investments.



- Invest \$5 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.

Self Sufficiency

- Maintain Books-By-Mail pilot program for availability of library resources to 257 customers in each of two years.
- Construct and open for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- 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.

Technology

- Develop a strategy and plan, and move from current punch card voting system to a new system (i.e., electronic, optical scan, or a combination of the two) by 2004.
- Review and evaluate library automation systems to replace current vendor software.
- Re-engineer and enhance the Department of Animal Control's existing call center system using the latest in speech-recognition technology to reduce overall call times and increase the volume of callers served.
- Install mobile data terminals in all patrol vehicles, enabling Animal Control Officers to access the Department's animal management system while in the field.

Workplace Improvement

- Continue County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year (Fiscal Year 2002-2003).
- Begin construction of the new North County Animal Shelter in Carlsbad.

Fiscal Stability

- Identify and submit timely application for all State and Federal monies that might become available to fund the purchase and implementation of a new voting system.
- Invest \$10 million in Energy Demand Management equipment that has a 10 per cent rate of return (ROI) to provide recession proofing of energy dollars.
- Increase the Library's Community Dollar-For-Dollar Matching Funds Program by \$100,000 to a minimum of \$350,000.

Regional Leadership

- Successfully conduct the November 5, 2002 Gubernatorial General Election, which will include State and County measures and races, consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Successfully conduct the March 2, 2004 Presidential Primary Election.
- Seek a partnership with local veterinarians and microchip providers to offer pet owners a fixed price, one-stop "service package" of pet sterilization, vaccination, licensing, and microchip identification.
- Meet or exceed the third year Pet Project 2000 euthanasia-reduction goals.

Continuous Improvement

- Continue to provide young people with the opportunity to actively participate in the election process and improve the pool of potential poll workers by continuing the student poll worker program.



- Maintain voter registration outreach efforts by continuing our on-site presence at all U.S. Naturalization Ceremonies scheduled in San Diego County, providing direct assistance to new citizens in registering to vote.
- Develop performance measures to assess performance in the delivery of goods and services for Purchasing and Contracting.

Executive Office Changes from 2001-02 Adopted

Expenditure

- Increased budget of \$5.8 million is primarily related to cost of living adjustments and an increase in budgeted Group Management Reserves including \$5 million in matching funds for a new voting system.

Revenue

- Increased budget of \$5 million reflects the one-time funding that is available for matching funds for a new voting system.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Control	140.00	142.00	142.00
County Library	295.24	305.75	305.75
General Services	406.90	406.75	406.75
Housing & Community Development	107.00	115.00	115.00
Purchasing and Contracting	51.60	52.00	52.00
Registrar of Voters	49.00	49.00	49.00
Total	1,058.74	1,079.50	1,079.50

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Group Executive Office	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744
Animal Control	10,216,398	9,815,942	10,738,969	11,471,896
County Library	24,965,808	24,242,231	26,022,220	26,581,854
General Services	138,636,680	126,947,179	126,297,270	115,924,015
Housing & Community Development	34,065,362	15,587,461	41,786,409	42,113,576
Purchasing and Contracting	47,418,094	38,118,822	39,287,836	40,443,194
San Diego County Redevelopment Agency	3,876,236	2,618,543	5,044,133	5,117,028
Registrar of Voters	7,604,371	7,526,194	8,329,643	8,912,778
Total	\$ 269,182,404	\$ 226,005,917	\$ 265,705,819	\$ 252,558,085



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Executive Office	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 925,932	\$ 963,114	\$ 968,695	\$ 1,046,795
Services & Supplies	366,068	186,428	571,685	588,653
Management Reserves	1,107,455	—	6,658,959	358,296
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 5,000,000	\$ —
Charges For Current Services	86,824	252,438	191,030	193,684
Miscellaneous Revenues	—	123,387	—	—
Other Financing Sources	—	230,358	—	—
General Revenue Allocation	2,312,631	543,359	3,008,309	1,800,060
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Animal Control



Department Description

The Department of Animal Control protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 32,000 animals enter the Department's three shelters annually. The Department provides patrol, law enforcement, sheltering, and pet adoption services to nine cities and the unincorporated areas of the County.

Mission Statement

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

2001-02 Accomplishments

Crime Prevention

- Collaborated with local law enforcement agencies on investigations and field operations.

Fiscal Stability

- Helped draft and secure State approval of guidelines to reimburse County for costs related to State-imposed increases in animal holding periods.

Technology

- Added web links to the Department of Animal Control website for local humane societies and other animal welfare organizations.

Workplace Improvement

- Board of Supervisors formally initiated the \$6.6 million project to replace the aging North County Animal Shelter.
- Completed fire suppression systems at both the North and South County animal shelters.
- Moved the Central Area shelter, patrol operations and administrative services to the newly-completed Kroc-Copley Animal Shelter facility.

Continuous Improvement

- Enhanced the level and quality of medical care provided Department of Animal Control shelter animals by adding two permanent staff veterinarians.
- Boosted the number of animals sterilized under the Department of Animal Control Spay-Neuter Rebate Coupon program by increasing the value of the coupon to \$40.
- Advertised, on both the Department of Animal Control website and at all Health and Human Services Agency offices, the availability of subsidized spay and neuter services for Medi-Cal recipients.
- Extended public hours of operation during the spring/summer months.
- More than 5,000 adopted or claimed shelter animals were spayed or neutered at 14 participating veterinary hospitals during the first full year of the Spay-Neuter outsourcing program.
- Established a customer service task force to develop improvements to the Department of Animal Control website, adoption processes and other customer-based services.

Regional Leadership

- Strengthened adoption partnerships with the Friends Of County Animal Shelters (FOCAS), local humane societies and other animal welfare organizations.



- Conducted the first-ever Animal Care Academy, providing 80 hours of comprehensive training for all Department of Animal Control kennel staff. Opened the Academy classes to selected volunteers as well as staff from other local animal control agencies and humane societies.
- Exceeded second-year Pet Project 2000 euthanasia-reduction goal for adoptable animals by 50 percent.

2002-04 Objectives

Fiscal Stability

- Re-negotiate multi-year contracts with all cities currently contracting with the Department for animal sheltering, patrol, enforcement, and licensing services.
- Apply for and secure reimbursement from the State for current and ongoing costs related to implementation of SB 1785, which imposed increases in animal holding periods.

Technology

- Re-engineer and enhance the Department’s existing call center system using the latest in speech-recognition technology to reduce overall call times and increase the volume of callers served.
- Install mobile data terminals in all patrol vehicles, enabling Animal Control Officers to access the Department’s animal management system while in the field.
- Redesign the Department of Animal Control website to the approved County format, add new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

Workplace Improvement

- Expand the public lobby area at the South County Animal Shelter in Bonita.

- Begin construction of the new North County Animal Shelter in Carlsbad.

Continuous Improvement

- Enhance staff knowledge of assessing animal behavior to improve the placement of animals into adoptive homes.
- Expand existing and develop new spay-neuter programs to encourage more owners to sterilize their companion animals to reduce pet overpopulation.
- Utilize newly-acquired medical diagnostic tools to improve the health and adoptability of Department of Animal Control shelter animals.

Regional Leadership

- Seek a partnership with local veterinarians and microchip providers to offer pet owners a fixed price, one-stop “service package” of pet sterilization, vaccination, licensing and microchip identification.
- Establish and execute a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Meet or exceed the third year Pet Project 2000 euthanasia-reduction goals.

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits increased about \$550,000 due to negotiated salary increases and for a net increase of two positions.
- Services and Supplies increased a net of \$69,000 with increases in Information Technology contract expenses, vehicle depreciation and utilities, and a decrease in major maintenance costs.

Revenue

- Revenues increased a net of \$429,000 from city contracts.



Staffing

- Staff years were increased a net of two positions mid-year with the addition of one veterinarian, and two Animal Control Dispatchers, and the deletion of one Community Services Representative.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of Pets Adopted	11,000	11,799	12,000	12,200
Number of Pets Reunited with Owners ¹	5,300	4,609	n/a	n/a
Percentage of Sheltered Animals Either Adopted or Reunited with Owners	n/a	57.0%	58.0%	59.0%
Number of Patrol Officer Responses ¹	32,000	30,228	n/a	n/a
Percentage of Timely Patrol Officer Responses	n/a	83%	86%	86%
Number of Animals Euthanized that were Adoptable ¹	1,200	393	n/a	n/a
Percentage of Animals Euthanized that were Adoptable	n/a	3.4%	3.0%	2.0%
Number of Animals Euthanized that were Treatable ²	1,000	2,834	n/a	n/a
Number of Animals spayed or neutered under the Spay-Neuter Coupon Program ³	n/a	2,522	2,600	2,700

¹ The Department is replacing these existing outputs with a percentage-based measure to more accurately capture the Department's performance.

² The variance from the Fiscal Year 2001-02 Adopted goal is a function of the Department's misclassification of animals in 2000-01 rather than an overall increase in euthanasia. The mis-classification issue was resolved in third quarter 2000-01 but after the goal for 2001-02 was established.

³ The Department is replacing this existing measure with one that tracks performance of its Spay-Neuter Coupon Program.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Animal Control	140.00	142.00	142.00
Total	140.00	142.00	142.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Animal Control	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,772,379	\$ 6,632,688	\$ 7,320,103	\$ 7,976,008
Services & Supplies	3,349,797	3,183,253	3,418,866	3,495,888
Management Reserves	94,222	—	—	—
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 37,195	\$ 37,195	\$ —	\$ —
Licenses Permits & Franchises	2,091,998	1,955,439	1,966,750	1,966,750
Fines, Forfeitures & Penalties	9,000	14,886	9,000	9,000
Charges For Current Services	5,892,092	6,015,266	6,679,659	7,109,141
Miscellaneous Revenues	271,306	39,251	75,392	19,590
General Revenue Allocation	1,914,807	1,753,905	2,008,168	2,367,415
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

County Library



Department Description

The County Library provides library services at 32 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.

2001-02 Accomplishments

Self Sufficiency

- Expanded library service access in the County Library system by 6% to enhance the availability of library resources to all citizens in San Diego County.
- Expanded Books-By-Mail pilot program for enhanced availability of library resources to 257 customers.
- Replaced two new mobile libraries and researched service needs and schedule frequency in rural eastern and northern San Diego County, including San Pasqual Academy and County Operations Center.
- Monitored READ/SD contract to provide adult literacy services throughout San Diego County Library service area for the second year of the contract period.
- Constructed and opened for operation one new library in Rancho San Diego.

Fiscal Stability

- Continued to attend meetings, workshops, and public hearings relating to the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000 (Proposition 14);

provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Encinitas, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.

- Increased the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$250,000; all funds matched by January, 2002.
- Reviewed the expanded plan of service to ensure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

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

Regional Leadership

- Reviewed library programming to address issues in the Countywide initiatives for Self Sufficiency, Health and Wellness, Crime Prevention, Environment, and Fiscal Stability.
- Maintained or exceeded customer satisfaction rating at greater than 4.75 for County Library system.

2002-04 Objectives

Self Sufficiency

- Expand library service access in the County Library system by at least 12% over two years to enhance the availability of library resources to all citizens in San Diego County.



- Maintain Books-By-Mail pilot program for availability of library resources to 257 customers in each of two years.
- Review and develop a strategic plan of community outreach services.
- Monitor READ/SD contract to provide adult literacy services throughout San Diego County Library service area for the third and fourth years of the contract period.
- Construct and open for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- Renovate and remodel Lakeside Branch Library to comply with the Americans With Disabilities Act and provide improved customer service.

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, Encinitas, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.
- Increase the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to a minimum of \$350,000.
- Review the expanded plan of service to ensure 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.

Technology

- Review and evaluate library automation systems to replace current vendor software.

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 2001-02 Adopted

Expenditure

- Expenditure increases of \$1,056,412 as follows: \$643,000 for increased costs of the negotiated labor contract, equity adjustments, and other cost of living adjustments; plus operating transfers of \$413,412 for library capital projects based on private donations for Campo-Morena Village, Cardiff-By-The-Sea, and Julian.

Revenue

- Revenue increases of \$1,056,412 as follows: \$643,000 for increased property tax revenues; and donations of \$413,412 for library capital projects in Campo-Morena Village, Cardiff-By-The-Sea, and Julian.

Staffing

- The 10.5 staff year increase is the result of annualizing positions to conform to the structure of the new human resources system. There is no increase in costs or actual positions.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Library Hours Open ¹	71,665.5	66,491.9	76,056.0	80,248.0
Cost Per Hour Open ^{1 & 2}	\$340.89	\$364.59	\$336.71	\$331.25
Branches/Mobile Libraries Operated	34	34	34	34
Circulation/Usage	7,146,645	9,784,551	9,807,422	9,931,436
Children's Programs ^{1 & 3}	5,960	5,866	7,180	7,286

¹ Implemented Year 2 of AB 494 Plan of Service in January 2002 instead of October 2001 due to the inability to hire staffing and conversion to Peoplesoft software. Additionally, in accordance with Board of Supervisors directives, Alpine, Casa de Oro, Fletcher Hills, and Ramona branch libraries were closed for extended periods of time during the fiscal year for relocation and installation of shelving and/or other renovation projects.

² The costs savings from delayed implementation of new hours of service and the inability to hire staffing were redirected to one-time major maintenance and ADA projects, thus elevating the cost per hour open.

³ The County Library is restructuring program service delivery. Children's Programs will be realigned with a new programming focus under the direction of a Principal Librarian. The County Library is actively recruiting for this position.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Library Operations and Administration	21.50	18.50	18.50
Library Professional & Technical Support Service	52.75	52.25	52.25
Library Branch Operations	220.99	235.00	235.00
Total	295.24	305.75	305.75

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Library Operations and Administration	\$ 2,834,457	\$ 2,020,874	\$ 2,753,129	\$ 2,843,437
Library Professional & Technical Support Service	5,359,356	9,404,985	5,482,352	5,565,072
Library Branch Operations	16,771,995	12,816,371	17,786,739	18,173,345
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 12,725,683	\$ 11,905,676	\$ 14,185,134	\$ 15,272,074
Services & Supplies	11,980,125	11,861,416	11,388,390	11,274,780
Other Charges	35,000	—	35,000	35,000
Fixed Assets Equipment	225,000	329,940	—	—
Operating Transfers Out	—	145,198	413,696	—
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 535,616	\$ 535,616	\$ 250,000	\$ —
Taxes Current Property	18,385,492	17,859,899	19,639,665	20,612,995
Taxes Other Than Current Secured	300,100	516,515	364,201	364,201
Fines, Forfeitures & Penalties	—	(33,480)	—	—
Revenue From Use of Money & Property	287,600	290,701	287,600	287,600
Intergovernmental Revenues	2,103,000	1,954,815	1,624,058	1,624,058
Charges For Current Services	675,000	1,043,027	893,000	893,000
Miscellaneous Revenues	279,000	453,317	563,696	400,000
Other Financing Sources	2,400,000	2,500,000	2,400,000	2,400,000
General Revenue Allocation	—	(878,179)	—	—
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854

General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services support includes Facilities Management, Fleet Management, and Document Services. All General Services are provided through Internal Service Funds, except 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.

2001-02 Accomplishments

Environment

- Assisted in development of Best Management Practices (BMP) for the County’s Stormwater Management Plan.
- Executed a Strategic Energy Master Plan.
- Acquired the Santa Ysabel Ranch (5,320 acres) in Julian and Ramona Serena (716.5 acres) in Ramona for the MSCP Preservation Program.

Workplace Improvement

- Selected the site for the new Edgemoor Skilled Nursing Facility currently being designed.
- Acquired sites for the Julian and Campo libraries.
- Initiated the development of a master plan for the Kearny Mesa area and the update to the existing North County Regional Center master plan.
- Continued the County’s commitment to maintaining its capital assets by starting or completing \$16 million in planned major maintenance work.
- Completed the East Mesa Juvenile Detention Facility access road and mass grading, storm drains, and utilities installation.

- Central Animal Shelter was rebuilt following the arson fire and opened in May 2002.
- Completed the Rancho San Diego Branch Library and began construction of Spring Valley, Cardiff, and Valley Center libraries.
- Completed the 320,000 square foot County Operations Center (COC) Annex building re-roofing.
- Completed the 20,526 square foot, \$2.2 million Assessor/Recorder Building in South Bay.
- Completed square footage and occupancy audits for 30 sites encompassing over 3.3 million square feet of total building area.
- Conducted inspection of 153 lease facilities to ensure lease compliance.
- Surveyed over two million square feet of County space for major maintenance needs. The profiles will be used to develop a multi-year routine and major maintenance plan.

Technology

- Work Orders (Customer Service Requests) are now web-based and customers receive immediate acknowledgement of work order receipt.

Fiscal Stability

- Obtained \$838,057 refund of over-charges made by SDG&E for electrical service at the COC Annex.



- Completed the sale of the remaining 99 acres of Deer Park for a total of \$4.0 million, the highest sale price of any surplus property.
- Acquired 98% of parcels by negotiation precluding lengthy and costly eminent domain procedures.
- Purchased 80% of parcels acquired by negotiation at appraised value as opposed to negotiated settlements at above market rates.
- Moved Facilities Operations staff into zones and centralized procurement functions within each zone to increase productive hours for maintenance staff.
- Entered into an enabling agreement to purchase reliable energy service at the lowest cost allowing continued negotiations with an independent Electric Service Provider.
- Advised and assisted County departments in energy management to achieve a 10% reduction in energy consumption from Fiscal Year 2000-2001.
- Completed \$27 million dollars in Job Order Contracts.
- Completed over \$15 million dollars in Capital Improvement Projects and over \$12 million in “Walk-in” projects.
- Extended the Fleet Management ISF Managed Competition business unit contract for the first option year in recognition of the cost efficient vehicle maintenance services provided to the County.
- Invest \$5 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.
- Complete the Kearny Mesa and North County Regional Center master plans.
- Continue master planning and developing of Santee surplus land.
- Complete site searches and obtain options to purchase for the Alpine, Fallbrook and Ramona libraries.
- Develop a program and site plan for a new jail to replace Las Colinas Women’s Correctional Facility.
- Prepare a long-term Storm Water Management Plan and Implementation program for 25 high priority and 150 medium/low priority facilities.
- Conduct energy audits at facilities that consume more than 100 kilowatts and provide customer departments with recommendations for energy management investments.
- Complete the third and final phase of the \$5 million North County Regional Center Annex by March 2003.
- Begin construction on the Julian and Campo Libraries by Spring 2003, subject to Prop. 14 funding award in Fall of 2002.
- Complete bid award and begin construction on the Ramona, Fallbrook and Alpine libraries by 2004, subject to Prop. 14 funding.
- Complete construction on the Spring Valley, Cardiff and Valley Center libraries by Spring 2003.
- Complete the East Mesa Juvenile Detention Facility by December 2003.
- Complete the Girl’s Rehabilitation Center by February 2003.
- Complete the Sheriff’s Julian Substation by January 2003.

2002-04 Objectives

Environment

- Complete Master Planning and design of the CAC Waterfront Park. Develop the county property at Kettner/Cedar to include 500 parking spaces and retail or office space.



- Complete the Sheriff's Simunition Building and Fire Arms Training Facility Site Improvements by January 2003.

Workplace Improvement

- Conduct workplace assessments on key facilities to identify potential improvements.
- Complete acquisition leases for the Kearny Mesa Family Resource Center and Health and Human Services Agency Aging and Independence Services Central Region facility.
- Complete design of the new Edgemoor Skilled Nursing facility by December 2002.
- Continue County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year (Fiscal Year 2002-03).
- Update Countywide standards for workstations and templates for ergonomic configurations.
- Conduct inspection on 140 lease facilities to ensure lease compliance.
- 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.
- Implement bar coding for Maintenance Operations inventory controls.

Fiscal Stability

- Complete sale of Santee surplus property for residential use.
- Acquire 80% 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.

- Complete integration of Facilities Center with Oracle.
- Procure reliable energy service at the lowest cost.
- Advise and assist County departments in energy management in order to maintain the 10% reduction in energy consumption realized in Fiscal Year 2000-01.
- Invest \$10 million in Energy Demand Management equipment that has a 10 per cent rate of return (ROI) to provide recession proofing of energy dollars.
- Complete 100% of the vehicle and equipment acquisition program by acquiring all replacement and additional vehicles and equipment approved by the Board of Supervisors.
- Implement option year two with Fleet Management ISF employee group for the Managed Competition vehicle maintenance contract.

Changes from 2001-02 Adopted

Expenditure

- Reduced expenditures on gas and electricity by more than \$10 million.
- The first class U.S. postage rate will increase from 34 cents to 37 cents effective July 1, 2002.
- Fleet debt service payments decreased by \$428,000 in Fiscal Year 2002-03 and by \$2.3 million in Fiscal Year 2003-04.
- Operating Transfers were increased by \$3.3 million to correct under budgeting of amounts to be transferred between the Major Maintenance sub-fund and the Facilities Management ISF.

Revenue

- Revenue has been reduced by more than \$10.4 million to match decreases in expenditures.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
U.S. Mail Pieces Processed	13.7M	14.2M	13.8M	13.8M
Images Converted (millions)	3.2	5.8	4.0	4.0
% of Fleet Preventive Maintenance Completed	95%	100%	95%	95%
% Vehicle Repair/Maintenance Completed in 3 days or less	90%	90%	90%	90%
Pieces of facilities equipment scheduled for Preventive Maintenance ¹	9,319	10,378	n/a	n/a
% of Facilities Equipment Preventive Maintenance Completed	n/a	90%	90%	90%
Number of Facilities Customer Service Requests Completed	45,027	41,275	n/a	n/a
Response time to routine maintenance Customer Service Requests (CSR)	n/a	1.5 days	1.5 days	1.5 days

¹ The number of pieces of facilities equipment scheduled for preventive maintenance has increased due to ongoing facility surveys and to the addition of new facilities.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Facilities Management Internal Service Fund	280.00	279.75	279.75
Fleet Management Internal Service Fund	72.40	72.00	72.00
Document Services Internal Service Fund	54.50	55.00	55.00
Total	406.90	406.75	406.75

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Facilities Management Internal Service Fund	\$ 85,664,314	\$ 74,902,197	\$ 75,383,633	\$ 68,774,693
Fleet Management Internal Service Fund	36,449,601	35,362,833	35,863,276	34,237,614
Document Services Internal Service Fund	11,434,707	10,070,793	12,183,581	11,929,928
General Fund Contribution to GS ISF's	5,088,058	6,611,355	2,866,780	981,780
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 23,607,103	\$ 22,370,587	\$ 25,125,649	\$ 27,228,406
Services & Supplies	87,738,179	74,490,618	73,146,139	64,325,585
Other Charges	12,727,340	8,227,004	12,492,449	10,589,908
Fixed Assets Equipment	9,376,000	14,188,765	9,228,209	9,208,209
Reserves	100,000	—	100,000	100,000
Operating Transfers Out	5,088,058	7,670,202	6,204,824	4,471,907
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 8,135,396	\$ 8,135,396	\$ 8,576,228	\$ 8,093,228
Taxes Other Than Current Secured	14,000	2,864	—	—
Revenue From Use of Money & Property	747,087	1,851,926	786,484	810,079
Intergovernmental Revenues	584,625	1,553,201	580,675	580,675
Charges For Current Services	113,513,310	102,226,425	106,036,759	99,755,141
Miscellaneous Revenues	1,315,498	1,220,519	745,520	731,205
Other Financing Sources	9,238,706	8,867,644	6,704,824	4,971,907
General Revenue Allocation	5,088,058	3,089,204	2,866,780	981,780
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015

Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The Department provides services to County residents through rental assistance, 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.

2001-02 Accomplishments

Self Sufficiency

- Provided rental assistance to approximately 9,633 families per month.
- Preserved, rehabilitated, or developed 997 dwelling units.
- Conducted 15 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provided 207,200 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provided 604 homeownership opportunities to residents of San Diego County.

Environment

- Monitored progress of the Gillespie Field and Upper San Diego River Improvement Project areas.

Fiscal Stability

- Planned and developed the County's 28th Year and 29th Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Managed contracts with public service agencies so emergency housing services are provided to the homeless.

Technology

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

Regional Leadership

- Improved the Public Housing rating from 84 to 88.

2002-04 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 1,000 homeownership opportunities.

Environment

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

Fiscal Stability

- Plan and develop the County's 29th Year and 30th 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.

Regional Leadership

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

Changes from 2001-02 Adopted

Expenditure

- Expenditure increase of \$7.7 million is due to approved negotiated salary and benefit increases, additional Multi-Year Projects, and re-budgeting prior years Multi-Year Projects.

Revenue

- Revenue increase of \$7.7 million is a result of projected Federal administrative fees that will be earned from the additional Housing Choice Vouchers, additional Multi-Year Project program revenue and re-budgeting prior years Multi-Year Projects funding.

Staffing

- Eight staff years were added to support the workload associated with additional Housing Choice Vouchers authorized by the U.S. Department of Housing and Urban Development. Costs will be 100% offset by federal administrative fees earned by the Department. There will be no effect on the County General Fund.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of Families Assisted	9,300	9,633	10,500	10,500
Units preserved, rehabilitated or preserved	900	997	1,100	1,100
Community Development Projects completed	35	41	35	35
Service enhanced bed nights	200,000	207,200	200,000	200,000
Customer satisfaction rate	97%	97%	97%	97%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Housing & Community Development	107.00	115.00	115.00
Total	107.00	115.00	115.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Housing & Community Development	\$ 8,915,913	\$ 8,004,701	\$ 10,310,975	\$ 10,638,142
HCD - Multi-Year Projects	25,149,449	7,582,759	31,475,434	31,475,434
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,271,755	\$ 5,875,040	\$ 7,070,441	\$ 7,696,648
Services & Supplies	17,818,241	7,244,302	25,455,953	25,156,913
Other Charges	4,857,242	1,961,471	4,492,671	4,492,671
Expenditure Transfer & Reimbursements	—	(340,610)	(165,432)	—
Operating Transfers Out	5,118,124	847,257	4,932,776	4,767,344
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ 3,495	\$ 3,495	\$ —	\$ —
Intergovernmental Revenues	33,926,875	17,896,923	41,679,922	42,007,089
Charges For Current Services	—	28,429	—	—
Miscellaneous Revenues	587,075	824,964	590,570	590,570
General Revenue Allocation	(452,083)	(3,166,350)	(484,083)	(484,083)
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Purchasing and Contracting



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 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.

2001-02 Accomplishments

Technology

- Redesigned BuyNet to make it tightly integrated with the new Oracle system.
- Developed and implemented on-line auction capabilities to better serve the citizens of San Diego County, including a link between the County's auction website and the eBay website where numerous County excess property items are now regularly offered and sold using digital picture technology.
- Completed an analysis of current Department of Purchasing and Contracting business practices resulting in development of comprehensive processes to smoothly transition to the Oracle System Procure-to-Pay modules.

- Validated and updated 100% of Central Stores database descriptions as well as related data elements to prepare for the implementation of the Countywide ERP inventory modules
- Placed various documents on the Intranet/Internet, including the Procurement Card Handbook, and various handouts such as Economy & Efficiency Guide, Request For Proposals handouts, and Statement of Work handbook.

Human Resources Modernization

- The Department of Human Resources is performing a compensation review of the Department of Purchasing and Contracting's Procurement Contracting Officer and Procurement Specialist classifications to ensure salaries are competitive with the local job market. The study should be completed this fiscal year.
- 100% of staff participated in available orientation and subject matter training for ERP implementation and in external and in-house classes and seminars in general and professional development training.



Workplace Improvement

- Completed extensive building remodel that included new carpet, new walls, paint, ergonomic workstations, and HVAC system.
- Reduced energy consumption through lighting retrofit, addition of ceiling insulation, and improved airflow balance.

Fiscal Stability

- Conducted classes for warehouse staff to educate them in the prevention of accidents and minimize workers compensation claims by adapting correct safety practices.

Continuous Improvement

- Developed a new coding system to categorize all backlogged requisitions with a standardized reason code to improve our ability to focus on and resolve requisition problems and reduce processing times.
- Hosted various training sessions, including Contracts Negotiation and Performance Based Statement of Work; provided on-going training to other departments on the procurement card; provided education on the value of inventory management.
- A review is underway in Central Stores to determine if the operation should be outsourced, with the goal of reducing costs for our customers.

Regional Leadership

- Enhanced office supply contract to include expansion of core items and electronic ordering, and by providing services to other government entities.

2002-04 Objectives

Technology

- Increase utilization of online resources by posting Notices of Intent to Award and Board Approved Sole Source notices on the Internet.

- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Continually analyze Oracle capabilities to ensure implementation of the Procure-to-Pay and maximize use of e-Procurement capabilities.

Human Resources Modernization

- Continue to 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

- Improve landscaping in front of building.

Fiscal Stability

- Maximize the Procard rebate from U.S. Bank Corp for prompt payment of Procard invoices.
- Analyze the feasibility of utilizing and implementing Central Stores vehicles to haul goods back to the County Operations Center from outlying areas.

Continuous Improvement

- Develop performance measures to assess performance in the delivery of goods and services for Purchasing and Contracting.
- Conduct analysis of moving office to paperless inventory and implement best business practices.
- Expand Just-in-Time contract to improve delivery and overall service.
- Increase reuse of county items as an aggressive property-recycling program.



Changes from 2001-02 Adopted

Expenditure

- Expenditures for Purchasing ISF increased by \$640,000 due to projected salary and quality first increases of 4% (\$480,000); a cost of living increase for most services and supplies of 3% (\$160, 000); and an increase for depreciation (\$2,800).
- Expenditures for Blanket Purchase Orders were reduced by \$8,000,000 because fewer various vendor Blanket Purchase Orders are being established and there is increased usage of the Procurement Card.

- Expenditures for Ready Cash Purchase Orders were reduced by \$900,000 because there is increase in the use of Procurement Cards for purchases of \$2,500 or less.

Revenue

- Revenue for Purchasing ISF increased by \$640,000 from work for other funds.
- Revenues for Blanket Purchase Orders were reduced by \$8,000,000 because fewer various vendor Blanket Purchase Orders being established and there is increased usage of the Procurement Card.
- Revenues for Ready Cash Purchase Orders were reduced by \$900,000 because there is increase in the use of Procurement Cards for purchases of \$2,500 or less.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Procurement Card Sales	\$18 M	\$24.9 M ¹	\$25 M	\$25 M
Maintain Customer Service Satisfaction Rating of 4.0	4.0	4.5	4.0	4.0
Central Stores Requisitions Filled from Stock	90%	94%	90%	90%
Purchase Orders issued within 21 days	75%	75.46%	75%	75%
Reduce Procurement Card Surcharge Rate	1.8%	1.45%	1.0%	.08%-1.0%

¹ Procurement Card purchases increased 38% from \$18 M to \$24.9 M due to:

- Additional cards being issued (48%).
- Greater acceptance to empower cardholders to make low-dollar value buys.
- Approval from Auditor & Controller to use procurement card for additional types of purchases.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Stores	8.50	7.00	7.00
Administration	43.10	45.00	45.00
Total	51.60	52.00	52.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Stores	\$ 5,603,683	\$ 822,847	\$ 5,735,967	\$ 5,957,827
Purchasing ISF Buyouts	36,000,000	31,898,655	28,000,000	28,840,000
Purchasing RCPO's	1,700,000	1,073,826	800,000	824,000
Administration	4,114,411	4,323,492	4,751,869	4,821,367
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 3,401,890	\$ 3,202,630	\$ 3,881,787	\$ 4,021,181
Services & Supplies	44,013,404	39,468,900	35,274,009	36,353,025
Other Charges	2,800	2,337	5,600	5,768
Fixed Assets Equipment	—	19,516	—	—
Expenditure Transfer & Reimbursements	—	(4,574,562)	—	—
Operating Transfers Out	—	—	126,440	63,220
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ 102,524	\$ 98,000	\$ 100,940
Intergovernmental Revenues	—	63,943	—	—
Charges For Current Services	9,407,925	8,929,370	9,817,693	10,215,838
Miscellaneous Revenues	37,946,949	33,408,468	29,119,263	29,999,976
Other Financing Sources	63,220	—	126,440	63,220
General Revenue Allocation	—	(4,385,483)	126,440	63,220
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194

San Diego County Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) 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, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

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

2001-02 Accomplishments

Upper San Diego River Improvement Project

Environment

- Issued Notice of Funding Availability to solicit opportunities to fund low and moderate-income housing in the Lakeside area, as required by State redevelopment law.

Fiscal Stability

- Updated the 5-Year Implementation Plan and set expenditure priorities.

- Commenced trail plan with hiring of consultant.
- Commenced debt repayment to Flood Control District.
- Negotiated agreements with two developers for their contributions to Housing Fund.

Gillespie Field Redevelopment Project

Fiscal Stability

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

2002-04 Objectives

Upper San Diego River Improvement Project

Environment

- Prepare a housing plan to identify opportunities to fund low and moderate income housing in the Lakeside area as required by State redevelopment law.
- Complete Master Trail Plan.

Fiscal Stability

- Continue repayment of debt to Flood Control District.



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.
- Market last available lot in John Towers Industrial Park.
- Issue Request for Proposal for 4.8 acres west of Bill Allen leasehold after consultant updates the Airport Layout Plan of the Gillespie Field Master Plan.

Changes from 2001-02 Adopted

Upper San Diego River Improvement Project

Expenditure

- Expenditures increased \$908,813 due to funding of affordable housing developments and payment of debt to Flood Control District.

Revenue

- Revenue increased \$908,813 due to growth in tax increment.

Gillespie Field Redevelopment Project

Expenditure

- Decrease in capital project expenditures offset by increase in expenditures of approximately \$69,000 due to payments to other agencies.

Revenue

- Revenue increase is due to growth in tax increment.
- There was no loan needed from the Airport Enterprise Fund due to growth in tax increment.



Upper San Diego River Improvement Project Area

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Estimated Tax Increment	\$471,303	\$920,443	\$938,852	\$957,629
Percent of Tax Increment utilized for project Administration	8%	5%	7.5%	7.5%
Project acres managed and maintained	532	532	532	532

Gillespie Field Project Area

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Estimated Tax Increment	\$990,000	\$1,202,918	\$1,226,976	\$1,251,516
Percent of Tax Increment utilized for project Administration	7%	3.1%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	97	97	98	98
Newly Developed Land Leases executed (in net acres)	11	11	5	5



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Gillespie Field Redevelopment Project Area	\$ 3,254,233	\$ 2,193,400	\$ 3,513,317	\$ 3,586,212
Upper San Diego River Redevelopment Project Area	622,003	425,142	1,530,816	1,530,816
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Services & Supplies	\$ 2,323,108	\$ 999,655	\$ 2,806,187	\$ 2,704,325
Other Charges	1,123,480	1,193,088	1,736,807	1,851,623
Operating Transfers Out	429,648	425,800	501,139	561,080
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 50,000	\$ 50,000	\$ 596,271	\$ 250,000
Taxes Other Than Current Secured	1,506,520	2,129,000	2,651,479	2,858,816
Revenue From Use of Money & Property	86,386	161,557	193,041	198,682
Miscellaneous Revenues	1,803,682	859,275	1,102,203	1,248,450
Other Financing Sources	429,648	425,800	501,139	561,080
General Revenue Allocation	—	(1,007,089)	—	—
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The Department works to ensure widespread, ongoing 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.

2001-02 Accomplishments

Regional Leadership

- Successfully conducted the March 5, 2002 Gubernatorial Primary Election incorporating the new Federal, State, and local electoral district boundaries established by the decennial redistricting.
- Successfully implemented the provisions of three new State laws that significantly affected the election process: SB 28, which gave voters not affiliated with a recognized party the option to participate in party primaries; AB 1094, which allowed individuals to register as late as 15 days (previously 29 days) before an election; and SB 34, which provided new campaign finance and disclosure rules for State candidates.
- Maintained the accuracy and integrity of the voter registration file by eliminating 100% of cross-county duplicate voter registrations identified by Statewide voter file analysis.

Fiscal Stability

- Implemented a plan to use management reserves established in high revenue years to partially fund departmental operations in the historically low revenue years associated with the Gubernatorial Primary Election.

Technology

- Continued to explore the feasibility of moving away from current punch card voting system to a new system.
- Migrated to a new candidate filing system, new ballot generation and management system, and new ballot counting system.

Human Resource Modernization

- Trained all supervisors in performance management and performance appraisal preparation.
- Implemented Personal Development Plans for all staff to enhance employee growth and improve employee satisfaction.
- Formed a Department Diversity Committee that met throughout the year and supported countywide efforts to leverage diversity.



2002-04 Objectives

Technology

- Develop a strategy and plan, and move from current punch card voting system to a new system (i.e., electronic, optical scan or a combination of the two) by 2004.

Regional Leadership

- Successfully conduct the November 5, 2002 Gubernatorial General Election, which will include as well as State and County measures and races, consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Successfully conduct the March 2, 2004 Presidential Primary Election.
- Maintain the accuracy and integrity of the voter registration file by identifying and removing or updating voter registration records in accordance with State and Federal law.

Fiscal Stability

- Use management reserves established in high revenue years to partially fund departmental operations in the historically low revenue years.
- Continue working with the Statewide California Association of Clerks and Election Officials election legislative committee to identify all recoverable costs (SB 90) associated with the implementation of AB 1094, which allowed individuals to register as late as 15 days (previously 29) before an election and SB 28, which provided for the “modified” closed primary.
- Identify and submit timely application for all State and Federal monies that might become available to fund the purchase and implementation of a new voting system.

Continuous Improvement

- Continue to improve the percentage of polls accessible to the disabled.

- Continue to improve services to Spanish-speaking citizens by increasing the number of targeted polls with at least one bilingual poll worker.
- Continue to provide young people with the opportunity to actively participate in the election process and improve the pool of potential poll workers by continuing the student poll worker program.
- Maintain voter registration outreach efforts by continuing our on-site presence at all U.S. Naturalization Ceremonies scheduled in San Diego County, providing direct assistance to new citizens in registering to vote.

Human Resources

- Continue to support the participation of staff on the department’s Diversity Committee and other countywide diversity efforts.

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits are increased by about \$275,000 due to negotiated salary increases. Wages for temporary Election Workers are increased by about \$125,000, and services and supplies are increased by \$295,000 due to the higher volume workload associated with the General Election. IT costs are increased by \$104,000. Sample Ballot Printing costs are decreased by \$427,000 due to the lower cost of printing sample ballots in a General Election.

Revenue

- Revenues increased by about \$800,500 due to a greater number of billable jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Registered Voters	1,400,000	1,355,756	1,400,000	1,400,000
Cost per Contest per Registered Voter	.10	.09	.08	.08
Removal and Updates to Voter Rolls	325,000	450,000	500,000	500,000
Overall Customer Satisfaction Rating	4.6	4.65	4.6	4.6



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Registrar of Voters	49.00	49.00	49.00
Total	49.00	49.00	49.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Registrar of Voters	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 3,290,351	\$ 3,028,884	\$ 3,690,990	\$ 3,866,791
Services & Supplies	4,183,189	4,436,395	4,155,870	5,039,987
Other Charges	24,000	6,541	6,000	6,000
Fixed Assets Equipment	51,000	54,372	45,000	—
Management Reserves	55,831	—	431,783	—
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 953,863	\$ 953,863	\$ 876,836	\$ 720,097
Fines, Forfeitures & Penalties	—	240	—	—
Intergovernmental Revenues	583,000	505,005	447,500	545,000
Charges For Current Services	820,000	1,149,500	1,756,000	881,000
Miscellaneous Revenues	170,000	245,072	170,000	170,000
General Revenue Allocation	5,077,508	4,672,514	5,079,307	6,596,681
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778

Finance and General Government Group

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

Board of Supervisors
.....

Assessor / Recorder / County Clerk
.....

Treasurer / Tax Collector
.....

Chief Administrative Office
.....

Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a 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.

2001-02 Accomplishments

Fiscal Stability

- Maintained the current favorable ratings for credit (AA-bond rating) and the Treasurer's Investment Pool (AAAf/S1 rating from Standard & Poor's).
- Developed and implemented new cash status and trust fund reports that will enable improved asset and liabilities management.
- On target with implementation of the new Government Accounting Standards Board 34 financial reporting model. Contracted with KPMG for inventory and valuation of County material assets and development of depreciation standards.

Environment

- Served a major role, in the form of legal assistance, in implementing Stormwater Pollution Prevention programs.

- Contributed significantly, in the form of litigation support, to the success in enforcing County Code violations, thus promoting the health, safety, peace, and quiet of our communities.

Technology

- Exploring alternatives for a new Property Tax System, as submitted by the private sector in response to a County Request for Interest.
- Significantly expanded the information and services available over the Internet. Examples include: implementing the first phase of an on-line job application process; redesign of the County website, as well as many department websites; implemented on-line Tax Sale Auction program; expanded the use of the Document Management System to make official documents available to the public electronically; implemented electronic filing of Assessment Appeals applications; and implemented the "web-casting" of weddings.
- Partially implemented the Enterprise Resource Planning system for the human resource and performance management functions.



- Upgraded the telephone systems in several departments by activating features of the new County system, with emphasis on Interactive Voice Response (IVR).

Human Resources Modernization

- Streamlined several Department of Human Resources business practices to provide faster service to departments requesting recruitment and/or classification studies.
- Successfully developed and implemented the Leadership Academy, with sessions now scheduled twice per year. Development work progressing on Supervisory Academy.

Workplace Improvement

- Remodel projects were completed in several locations throughout the County Administration Center, resulting in greater efficiency, safety, and comfort for our employees, and a higher level of service for our customers.
- Utilized energy conservation measures in the County Administration Center to reduce the use of electricity by 15%, exceeding 10% reduction goal.

Continuous Improvement

- The trust of employees continues to be addressed and fostered through the use of multiple and regular channels of communication, successful bargaining with employee organizations, emphasizing the importance of employee input via the use of Process Improvement Teams, and addressing issues identified by the annual Employee Satisfaction Survey.
- Process improvement teams have been utilized throughout the Group to assist in achieving the County's strategic initiatives. Examples include: development of electronic applications for Assessment Appeals; installation of Interactive Voice Response telephone software to improve customer service; an increase in the

number of forms available via the internet and the intranet; and increased efficiency in remittance processing that results in decreased staffing requirements and increased speed in depositing payments.

- Operational Incentive Plan and Quality First goals have been aligned with the Strategic Plan.
- Quality customer service continues to be monitored and reinforced by using customer satisfaction surveys, Mystery Shoppers, and departmental evaluations. The Group Mystery Shopper rating remains above 4.0, and the Customer Satisfaction Survey results remain above 95.

Regional Leadership

- Government representatives, local stakeholders, and opinion leaders have been educated on the Strategic Plan, by both elected officials and executive staff.
- The County role and influence in Statewide forums has been expanded through the use of multiple appearances by both elected officials and County managers at the State legislature and at all levels of the CSAC organization.
- The County has taken a leadership role in addressing the energy crisis through its aggressive pursuit of legislative action. The County is also leading by example, by exceeding the goal of a 10% reduction in energy consumption.

2002-04 Objectives

Fiscal Stability

- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.
- Continue the implementation of strategies to protect funding for core County programs essential for public health and safety.



- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Leverage the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieve and maintain a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention

- Ensure that information promoting crime prevention is available to the public via CTN, media outreach, publications, and the Internet.

Environment

- Ensure that information promoting protection of our environment is available to the public via CTN, media outreach, publications, and the Internet.
- Provide litigation support to the enforcement of County Code violations, thus promoting the health, safety, peace, and quiet of our communities.
- Provide legal assistance support to the implementation of the regional Clean Water Strategic Plan, as well as to the full compliance with state and federal requirements governing stormwater programs.

Self Sufficiency

- Ensure that information promoting self sufficiency is available to the public via CTN, media outreach, publications, and the Internet.
- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with state law.

Health and Wellness

- Ensure that information promoting health and wellness is available to the public via CTN, media outreach, publications, and the Internet.
- Continue to provide, and encourage the use of, a comprehensive benefit package for County employees, thus promoting the health and wellness of these 18,000 County residents.

Technology

- Manage Information Technology as an asset to reduce the cost of doing business, and to enable enhancements in customer service.
- Implement the Enterprise Resource Planning system for the human resource, financial, and performance management functions.
- Continue Business Process Reengineering (BPR) efforts to expand and fully utilize the above new system.
- Complete the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Continue to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality, to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.

Human Resources Modernization

- Continue the comprehensive review of the County's classification system, and begin its implementation.
- Pilot the newly-developed Supervisory Academy and determine the feasibility of making this a mandatory program for all County supervisors.
- Coordinate the development of Personal Development Plans or Executive Development Plans for all employees with the County's Diversity Initiatives.



Workplace Improvement

- Continue to assist in the process to develop and adopt County-wide workstation and workplace standards.
- Further energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Expand and refine the use of the “Balanced Scorecard” in County decision making.
- 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.
- Develop performance measurements to assess performance in the delivery of County services.

Regional Leadership

- Continue to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Maximize opportunities to expand the County’s role and influence in Statewide forums, to promote Board policies and best-in-class governance practices.

Executive Office Changes from 2001-02 Adopted

Fiscal Year 2002-03 is the first year for a budget that includes staff years/positions for the Executive Office of the Finance and General Government Group.

Expenditure

- The budgeted increase of \$33.7 million includes funding for the thirteen staff years discussed below, as well as application and equipment costs associated with the Countywide transitional support for the Enterprise Resource Planning project.

Revenue

- The budgeted increase of \$21.9 million represents the use of fund balance savings to fund one-time activities associated with the Enterprise Resource Planning project.

Staffing

- Ten staff years are shifted from the Auditor and Controller Department to the Group Executive Office. Five of these staff years will provide Group support similar to the other Group staffs. The remaining five staff years will provide Countywide transitional support for the Enterprise Resource Planning project.
- Three staff years are shifted from the County Technology Office to the Group Executive Office, for transitional support for the Enterprise Resource Planning Project.



Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	—	13.00	17.00
Board of Supervisors	62.00	62.00	62.00
Assessor / Recorder / County Clerk	449.00	462.00	462.00
Treasurer / Tax Collector	123.00	123.00	123.00
Chief Administrative Office	19.00	19.00	19.00
Auditor and Controller	299.00	284.00	284.00
County Technology Office	21.00	18.00	18.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	133.00	137.00	137.00
Human Resources	124.00	121.00	121.00
Media and Public Relations	22.00	22.00	22.00
Total	1,293.00	1,302.00	1,306.00

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385
Board of Supervisors	4,574,234	4,569,531	5,446,766	5,457,105
Assessor / Recorder / County Clerk	36,276,379	36,684,326	38,793,588	40,851,046
Treasurer / Tax Collector	12,521,633	10,971,528	12,197,458	12,424,344
Chief Administrative Office	3,651,004	3,157,393	3,662,969	3,815,697
Auditor and Controller	31,250,294	28,298,891	26,833,279	27,880,572
County Technology Office	143,375,476	120,586,967	125,462,987	122,340,338
Civil Service Commission	374,359	418,726	406,451	431,586
Clerk of the Board of Supervisors	4,783,240	5,146,751	5,424,278	5,123,000
County Counsel	14,080,371	13,930,374	15,202,931	16,111,528
Human Resources	15,042,304	12,736,168	16,950,279	16,835,640
Media and Public Relations	2,381,090	1,939,799	2,163,879	2,239,260
CAC Major Maintenance	2,133,800	2,569,647	1,133,800	1,133,800
Total	\$ 279,098,631	\$ 245,213,114	\$ 296,008,038	\$ 273,984,301



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	—	13.00	17.00
Total	0.00	13.00	17.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ —	\$ —	\$ 4,776,890	\$ 5,523,922
Services & Supplies	4,639,705	4,103,264	14,965,973	11,742,428
Reserve/Designation Increase	3,200,000	—	11,916,000	—
Operating Transfers Out	64,742	99,742	70,510	74,035
Management Reserves	750,000	—	10,600,000	2,000,000
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ —	\$ —	\$ —	\$ 3,238,200
Fund Balance	6,125,000	6,125,000	28,000,000	6,702,220
Miscellaneous Revenues	—	219,684	—	—
General Revenue Allocation	2,529,447	(2,141,678)	14,329,373	9,399,965
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Board of Supervisors



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (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 550,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary while ensuring its accessibility and responsiveness to citizens. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

The District 1 budget reflects the appropriate professional staffing level for policy analysis, constituent services and an active student intern program.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by 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; ensuring the long-term environmental health of San Diego's beaches and bays with efforts such as Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 552,000 residents, including 256,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of 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, Cuyapaibe, 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 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 578,000 residents. The district extends from Pacific Beach to Encinitas along the coast, then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. 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. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, and five city governments. 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, the most ethnically diverse district in San Diego County. Nearly 600,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the San Diego Zoo.

District 5

Supervisor Bill Horn represents the Fifth District. Stretching from the wave-swept beaches of Oceanside and Carlsbad to the pine-topped mountains of the Palomar Range and beyond to the expanses of the Borrego Desert, San Diego County's Fifth District is rich in resources and beauty. However, the key to its success and glory is the people who call San Diego's North County home.



Covering 1,860 square miles of North San Diego County, the Fifth District has four cities and communities with a combined population of more than 615,000. Personal service to people is top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based service groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos. Unincorporated areas served are the communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, Combs Camp, DeLuz, Del Dios, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Live Oak Park, Lomas Santa Fe, Mesa Grande, Morettis, Oak Grove, Ocean Hills, Pala, Pala Mesa Village, Palomar, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, Rancho Santa Margarita, Rancho Monserate, Rincon, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. In addition to the unincorporated areas, the district also has the Indian

Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, and Rincon. There are vast areas of National Forest and State Parks, and the U.S. Marine Corps Base at Camp Pendleton. These communities share common interests in business, shopping, education centers, and transportation corridors.

Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District, with many of the hills and valleys covered with forests of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the barren desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista, and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to balanced growth and environmental care.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Board of Supervisors District 1	11.00	11.00	11.00
Board of Supervisors District 2	12.00	12.00	12.00
Board of Supervisors District 3	12.00	12.00	12.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	62.00	62.00	62.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Board of Supervisors District 1	\$ 784,799	\$ 744,048	\$ 828,185	\$ 828,185
Board of Supervisors District 2	810,000	874,136	882,000	882,000
Board of Supervisors District 3	820,000	780,988	828,185	828,185
Board of Supervisors District 4	784,799	839,042	828,185	828,185
Board of Supervisors District 5	854,465	815,660	922,000	882,000
Board of Supervisors General Offices	520,171	515,654	1,158,211	1,208,550
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 4,105,332	\$ 3,988,419	\$ 4,301,788	\$ 4,270,128
Services & Supplies	468,902	581,111	1,144,978	1,186,977
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 50,000	\$ 50,000	\$ 678,706	\$ 670,705
Charges For Current Services	—	2,478	—	—
General Revenue Allocation	4,524,234	4,517,053	4,768,060	4,786,400
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105

Assessor/Recorder/County Clerk



Department Description

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

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted 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.

2001-02 Accomplishments

Fiscal Stability

- Completed construction of the new Chula Vista branch office and moved in.
- Issued Letter of Intent to acquire a building in the Kearny Mesa area to replace the department's largest leased facility.
- Continued to maintain a high level of customer satisfaction.
- Expanded customer service by establishing document recording services at the El Cajon and Chula Vista branch offices.

- Successfully handled the largest volume of recorded documents and document pages (images) ever processed in a single year in the history of the County of San Diego.

Technology

- Progressing toward obtaining a new integrated Property Tax system, the field of potential vendors has been narrowed to two.
- Implemented an on-line "E-filing" system for local businesses to file Business Property Statements.
- Succeeded in replacing/upgrading the hardware that operates the department's highly successful imaging system.
- Implemented 'weddings on the web' at the CAC.

2002-04 Objectives

Fiscal Stability

- Acquire and move into a County-owned building to replace the department's largest and most expensive facility in the Kearny Mesa area.
- Identify and proceed to implement a solution for replacing the leased office in San Marcos with a County owned facility.



- Continue to maintain a high level of customer satisfaction.
- Continue to maintain fair and full valuation of all property within San Diego County.

Technology

- Award a contract for a new integrated Property Tax system.
- Implement a seamless on-line electronic recording system to enable remote recording of certain documents.
- Continue to convert various microfilm and hard-copy documents into digital images. An estimated 8-10 million images will be converted during 2002-2003.
- Expand services and information available to the public over the Internet.

Changes from 2001-02 Adopted

Expenditure

- Includes a \$2.3 million increase in salaries & benefits for COLA, equity, and step adjustments for current staff as provided for through the labor contract, and the cost of thirteen additional staff.
- Includes \$589,000 for various upgrades and improvements to current automation applications. These increases are partially offset by a decrease of \$136,000 in Services & Supplies, including reduced rents and leases.

Revenue

- Recording-related revenues increased \$2 million in response to continued increase to recorded document workloads.
- While expenses increased by over \$2.5 million, growth in program revenues reduced the department's cost to the General Fund by \$74,000.

Staffing

- Adds a total of thirteen positions in response to dramatic increase in workload.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Assessment Appeals Cases Completed	3,000	2,562	3,000	3,500
Business Audits Performed	875	915	1,184	1,346
Number of Documents Recorded/Examined	780,000	1,250,929	1,000,000	1,000,000
Recorded Documents and Vital Records copied	200,000	282,118	295,000	300,000
Fictitious Business Name Filings	34,500	34,602	35,000	36,000



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Property Valuation ID	293.50	295.50	295.50
Recorder / County Clerk	119.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	16.00	16.00
Total	449.00	462.00	462.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Property Valuation ID	\$ 23,093,782	\$ 21,592,149	\$ 24,332,711	\$ 25,712,805
Recorder / County Clerk	9,404,727	10,869,066	10,740,511	11,239,337
Public Information Services	1,442,786	1,645,128	1,270,345	1,355,401
Management Support	2,335,084	2,577,981	2,450,021	2,543,503
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 24,331,021	\$ 24,951,742	\$ 26,649,903	\$ 29,081,518
Services & Supplies	11,405,358	10,840,261	11,818,685	11,494,528
Fixed Assets Equipment	540,000	892,322	325,000	275,000
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ —	\$ 893,109
Licenses Permits & Franchises	435,000	437,744	430,000	430,000
Revenue From Use of Money & Property	—	—	—	140,000
Charges For Current Services	24,629,085	31,380,576	27,260,294	28,337,353
Miscellaneous Revenues	25,000	34,997	30,000	30,000
General Revenue Allocation	11,187,294	4,831,009	11,073,294	11,020,584
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Treasurer-Tax Collector



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 \$4.1 billion investment funds, bills and collects \$2.5 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.

2001-02 Accomplishments

Fiscal Stability

- Provided world-class customer service while collecting over \$2.5 billion in property taxes for the County, cities, schools and local agencies.
- Collected 98.50% of secured taxes and 99.01% of unsecured taxes.
- Mailed tax bills sooner to facilitate earlier payments.
- Continued automation of mail extraction and remittance processing systems to process payments faster.
- Continued to expand payment options for citizens by adding a rapid pay option for VISA and Discover Card payments with a 1/3 reduction in call time for single parcel transactions.
- Opened a fourth Branch Office in Kearny Mesa to improve customer service and convenience.
- Relocated the Chula Vista Branch Office to a new facility.

- Increased bankruptcy collections by 2.05% through improved processes and increased legal filings.
- Increased Uniform Tourist Tax collections by \$66,897 using random audits.
- Tested the use of Saturday office hours during the busiest collection period.
- Maintained the current AAAf/S1 rating from Standard & Poor's for the Investment Pool.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the San Diego County Investment Pool's Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2001-02.

Technology

- Expanded the capabilities of the automated cashiering system at branch offices.
- Started to add a Spanish option to the Integrated Voice Response System in Fiscal Year 2001-02.
- Redesigned the Department website to provide expanded information and ease of use and expanded functionality of the website by accepting Owner Change of Address Forms, conducting an online Tax Sale Auction and adding a Customer Feedback Form.



- Started to upgrade the Investment Financial System as part of the Financial Enterprise Resource Plan implementation in Fiscal Year 2001-02.
- Responded to customer e-mails within 24 hours.

Human Resources Modernization

- Increased the participation of employees in the 457 and 401(a) Deferred Compensation Plans by 634 accounts.
- Added a Deferred Compensation Interactive Voice Response System.
- Expanded Deferred Compensation information on the Web.
- Provided an Enhanced Retirement Video presentation for employees on the Web.
- Expanded investment educational opportunities for employees.

2002-04 Objectives

Fiscal Stability

- Provide world-class customer service while collecting over \$2.6 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 and increase pooled money fund interest earnings.
- Continue automation of mail extraction and remittance processing systems to process payments faster.
- Continue to expand payment options for citizens.
- Increase Uniform Tourist Tax collections by using random audits.
- Maintain the current high rating from Rating Agencies for the Investment Pool.

Technology

- Complete adding a Spanish option to the Integrated Voice Response System in Fiscal Year 2002-03.
- Continue to improve the Department website to provide expanded information, increased functionality and ease of use.
- Improve the processing of Mobile Home Tax Clearance Certificates for customers by implementing a database shared with the Assessor.
- Complete upgrading of the Investment Financial System as part of the Financial Enterprise Resource Plan implementation in Fiscal Year 2002-03.
- Respond to customer e-mails within 24 hours.

Human Resources Modernization

- Prepare and distribute a Deferred Compensation Handbook to all employees in Fiscal Year 2002-03.
- Expand Deferred Compensation information on the Web.
- Expand investment educational opportunities for employees.

Changes from 2001-02 Adopted

Expenditure

- Reduces \$500,000 in one time costs from \$750,000 to \$250,000 fully offset by a reduction in pooled money revenue for on-going improvements in mail extraction and remittance processing systems.
- Reduces \$380,210 in costs from \$2,324,011 to \$1,943,801 for the Information Technology Internal Service Fund.
- Adds \$175,000 in one time costs from \$125,000 to \$300,000 fully funded with management reserves for improvements in imaging systems.



Revenue

- Adds \$80,055 in pooled money revenue to offset cost increases.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Secured Taxes Collected (\$ Millions)	2,303	2,445	2,542	2,761
Unsecured Taxes Collected (\$ Millions)	117	121	137	149
Rate of Return on Investment Pool (%)	4.50%	3.84%	4.25%	5.00%
Deferred Compensation Accounts	20,000	20,172	20,500	20,500
Customer Satisfaction Ratings (1-5)	4.5	4.7	4.6	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 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Treasury	40.00	40.00	40.00
Tax Collection	75.00	75.00	75.00
Administration - Treasurer / Tax Collector	8.00	8.00	8.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Treasury	\$ 4,903,953	\$ 4,100,364	\$ 4,730,430	\$ 4,746,814
Tax Collection	6,830,150	6,072,313	6,587,394	6,734,452
Administration - Treasurer / Tax Collector	787,530	798,851	879,634	943,078
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,277,633	\$ 5,931,472	\$ 6,698,730	\$ 7,422,664
Services & Supplies	6,111,280	4,588,290	5,468,728	4,971,680
Fixed Assets Equipment	132,720	451,765	30,000	30,000
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 474,200	\$ 474,200	\$ 618,600	\$ 519,652
Fines, Forfeitures & Penalties	649,246	785,671	664,525	664,525
Intergovernmental Revenues	—	26,137	—	—
Charges For Current Services	5,733,864	6,288,748	5,440,460	5,157,466
Miscellaneous Revenues	35,512	39,565	35,512	35,512
General Revenue Allocation	5,628,811	3,357,207	5,438,361	6,047,189
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Chief Administrative Office



Department Description

The Chief Administrative Office is responsible for implementing the policy directives of the Board of Supervisors, by formulating the County's overall mission, goals and objectives, through the County's Agency/Groups.

Mission Statement

Working with the Board of Supervisors, the public, and County employees, create a County government that is customer-focused and responsive to citizens' needs and priorities; implement the policy direction of the Board of Supervisors and manage the day-to-day operations and functions of County Government.

2001-02 Accomplishments

Fiscal Stability

- Ranked among the top managed public sector organizations nationwide for cost accounting, focus on outcomes, capital management practices, revenue and cost accounting.
- Ranked among the top public sector organizations nationwide for balancing cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintained the County's favorable bond ratings for credit and pooled investments.
- Enhanced future fiscal stability by signing historic five year labor agreements with most employee unions.
- One of the few public agencies nationwide to successfully securitize tobacco settlement funds, thereby limiting our long-term risk and guarantee enhancements to health and wellness programs.
- Exceeded our goal to achieve a 10% reduction in energy use at County facilities and absorbed dramatically higher utility costs without cutting services.

- Maintained fiscal discipline to promote a structurally balanced budget in the face of recession and a mounting State deficit. Reduced departmental overhead and reinvested savings into front-line services.

Crime Prevention

- Promoted a Regional Security Commission to leverage Federal funding for terrorism and bioterrorism preparedness, including public health, law enforcement and emergency planning activities.
- Worked with the Federal Aviation Administration to enhance security plans at County operated airports.
- Completed a seamless transition of the Child Support Function from the District Attorney to a separate department within the Public Safety Group.
- Led the State in successful implementation of Drug Courts and the voter approved Substance Abuse and Crime Prevention Act (Proposition 36).
- Broke ground for construction on the new East Mesa Juvenile Hall.
- Increased communication between law enforcement by placing probation officers at police and sheriff's stations.
- Expanded domestic violence response teams Countywide.
- Strengthened the links between the juvenile correctional system and Children's Mental Health services.
- Installed backup battery power at all traffic signals in the unincorporated area to protect motorists in the event of power loss.



Environment

- Establishing a working relationship with Tribal Governments to mitigate the impacts of gaming facilities.
- Produced a work plan for completion of General Plan 2020 and a new Zoning Ordinance, and consensus reached on preferred land use alternatives.
- Continued work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.
- Acquired over \$40 million in State funds to continue habitat preservation and protect endangered species.
- Worked with corporations and businesses to achieve a business friendly environment, creating new employment opportunities in the region.
- Met Regional Stormwater Management guidelines, through development of an inter-jurisdictional standards manual.
- Produced a Regional Clean Water Strategy to improve the County's water quality and aggressively compete for State Bond funds.

Self Sufficiency

- Opened the San Pasqual Academy, a national model for creating a stable, nurturing residential campus for foster youth.
- Provided a seamless transition of Child Support Services and employees, from the District Attorney to the State Office of Child Support.
- Created a Public Authority for In-Home Supportive Services to assist seniors and people with severe disabilities, by helping their caregivers achieve a livable wage and health benefits.
- Initiated a legislative strategy to increase State financial participation to ensure a level of care provided to seniors and disabled individuals.

- Maintained a mix of internal and contract services for Welfare to Work participants, resulting in a high level of employment.
- Developed additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, victims of domestic violence and Section 8 population.
- Promoted Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.
- Opened the Rancho San Diego Library, and continued development of other new branches throughout the region.

Health and Wellness

- Collaborated with community partners and government to strengthen protection against bioterrorism and other biological threats to health.
- Guaranteed the receipt of tobacco settlement payments through securitization of these funds in support of regional health initiatives.
- Developed a strategy to replace Edegemoor Hospital, with Federal support.
- Promoted a strategic alliance with the health sector to obtain necessary funding to maintain the region's health safety net.
- Began assessing the region's Trauma Care System, with support from the regions trauma care providers.
- Enhanced the region's Children's Safety Net by identifying the resources to open and operate the San Pasqual Academy.
- Enhanced child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Streamlined the eligibility process for Medi-Cal and Healthy Families programs with web-based technology to ensure eligible residents can access these programs.



- Implemented the Board approved expansion of County Medical Services to provide additional County residents with access to healthcare.

Technology

- Leveraged 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, on-line County auction, and Weddings on the Web).
- Continued transformation of County Offices' through refresh of desktop computers.
- Explored new technologies such as wireless and document imaging to provide cost effective business solutions.
- Supported County department telephone processes improvements, to take advantage of new telephone system functionality, i.e., Automatic Call Distribution, Interactive Voice Response and Auto Attendants.
- Submitted a plan to the Secretary of State for replacement of punch card ballots with a state-of-the-art automated system.

Human Resources Modernization

- Ranked as the national leader for public sector agencies for utilizing performance-based compensation.
- Signed multi-year contracts with many employee bargaining units.
- Refined the Management Leadership Academy and graduated forty-five participants.
- Promoted the County's diversity initiatives with managers and employees.
- Significantly improved employees' Retirement Benefits as means to resolve litigation risks, as well as enhance our ability to recruit and retain a dedicated County workforce.

- Developing appropriate succession plans across all departments.

Workplace Improvement

- Completed construction of a new Central Animal Shelter and finalized plans for a new North County Animal Shelter.
- Broke ground on construction on the Valley Center, Spring Valley and Cardiff branch libraries.
- Continued the major maintenance program for all County facilities to prevent deferred maintenance.
- Emphasized the importance of employee workplace injury prevention education and improvements.

Regional Leadership

- Ranked in the top four of Best Run Counties Nationwide.
- Participated in activities sponsored by CSAC and UCC to expand San Diego County's role and influence in Statewide forums to promote the Board of Supervisors' policies.
- Provided a leadership role in addressing the region's energy crisis and led by example in energy conservation efforts.
- Worked cooperatively with other local governments and agencies to address regional issues such as transportation, land use planning, affordable housing and campus violence.
- Worked with our local legislators to aggressively pursue additional discretionary revenue for service enhancements and protect existing State and Federal revenue sources.
- Created a new model for rapidly responding to homeowners whose residences are destroyed by natural disasters.



Continuous Improvement

- Rated among the top managed public sector organizations nationwide for strategic planning, and performance information that drives operational and budgetary decisions.
- Meet regularly to foster trust and open communications with employees.
- Developed performance measurements to assess performance in the delivery of County services.
- Ensured Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
- Continued monitoring and improving customer service using customer satisfaction surveys, Mystery Shoppers, phone surveys and other means.
- Worked with State and Federal legislators to protect existing revenue sources and secured additional funding, particularly for public health and bioterrorism services, as well as habitat acquisition.

2002-04 Objectives

Fiscal Stability

- Continue the implementation of strategies to protect funding for core County programs essential for public health and safety.
- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Sustain the County's favorable bond rating and the Treasurer's Investment Pool.
- Leverage the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieve and maintain a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention/Public Safety

- Improve the County's terrorism preparedness activities with the newly created Regional Security Commission and new leadership in the County's Office of Disaster Preparedness.
- Leverage State and Federal funds for terrorism preparedness capabilities.
- Apply for forensic laboratory accreditation by the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board (ASCLD/LAB) for the Sheriff's Crime Lab.
- Reevaluate funding strategies for crime prevention programs as a result of anticipated changes in State and Federal funding.
- Fully implement the Substance Abuse and Crime Prevention Act (Proposition 36) and advocate legislative amendments to improve the outcomes from the substance abuse treatment opportunities provided under that Act.
- Continue to explore creative funding strategies for alcohol and drug treatment resources for adolescents, including residential treatment.
- Augment coordination of mental health services and alcohol/drug treatment services to improve the quality of behavioral health services, including programs which address the growing number of dually diagnosed cases.
- Strengthen the links between the juvenile correctional system and Children's Mental Health services.
- Enhance linkages between Children's Mental Health Services and Adult Mental Health Services so that there is a continuum of care for youth transitioning into adulthood without a break in service.
- Ensure timely assistance to elder abuse victims through emergency call centers.



- Promote more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhoods program.
- Maintain construction schedule and budget for the new Juvenile Hall to achieve the scheduled November 2003 completion date.
- Encourage State and Federal actions that would provide adequate resources, including staffing and technology, to secure our border.

Environment

- Implement the Jurisdictional Urban Runoff Management Plan.
- Continue development of an action plan for implementation of the regional Clean Water Strategic Plan.
- Work towards completion of General Plan 2020 including a transportation circulation element and amendments to the Zoning ordinance.
- 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.
- Promote the County's agricultural economic element while protecting the environment and food safety.
- Establish working relationships with all 17 Tribal Governments in the County and negotiate agreements to mitigate impacts of Indian gaming facilities on County roads and other resources.

Self Sufficiency

- Conduct a one-year evaluation of the San Pasqual Academy.

- Seek Federal funding to continue renovation of additional buildings to maximize the number of facilities available for use by students and faculty at the San Pasqual Academy.
- Implement state-of-the-art senior and intergenerational services.
- Implement the IHSS Public Authority benefiting those who provide in-home assistance to low-income seniors and people with disabilities.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Sustain County and community sponsored efforts to fully immunize children by age 2.
- Link working families to necessary services in order to facilitate their transition from welfare to work, then to self-sufficiency.
- Establish a funding strategy to assist families in Public Housing and the Section 8 Housing Assistance Program by providing youth enrichment programs, educational scholarships, and computer training.
- Develop additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, and victims of domestic violence.
- Advance the Board of Supervisors' goals through the TANF Reauthorization process.
- Continue to promote Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.

Health and Wellness

- Collaborate with community partners and government to strengthen preparedness for bioterrorism and other domestic terrorism threats to the public's health.
- Conduct an assessment of the region's trauma system.



- Maintain the Board approved expansion of County Medical Services to provide additional County residents with access to health care.
- Implement a Countywide, web-based application process for Medi-Cal and Healthy Families programs using Health E-App.
- Work with community partners to reduce health disparities in order to improve the health status of all San Diego County residents.
- Coordinate with the Business Healthcare Connection to develop incentives for small business owners to provide health benefits to employees and their families.
- Finalize the construction plan and complete debt financing for a state-of-the-art Edgemoor Hospital.
- Support the creation of the San Diego County Coalition on Children and Weight through a public-private partnership.
- Implement a Public Health education campaign that focuses on children's asthma, the leading serious chronic illness among San Diego County children.
- Work with the San Diego Regional Chamber of Commerce and the San Diego Healthcare Association to create a first-of-its-kind Nursing Academy for San Diego County.

Technology

- Complete the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Leverage the County's new technology infrastructure and capability to provide more services on-line instead of in line.

- Continue Business Process Reengineering (BPR) efforts to expand and fully utilize the County's new Human Resources/Financial Enterprise Resource Planning systems and pbViews Performance Management software.
- Continue to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.
- Complete upgrades to Quality Assurance Network hardware/equipment and continue the process of upgrading the application software to provide a vital communication link in medical disasters and acts of domestic terrorism.
- Support upgrades to the Regional Communication System (RCS) to improve interoperability for multi-agency responses to major events and emergencies.
- Develop a strategy and plan to move from the current punch card voting system to a new certified system by 2004.

Human Resources Modernization

- Implement the PeopleSoft and Human Resources/Payroll Enterprise Resource Planning system Countywide.
- Coordinate the development of Personal Development Plans and Executive Development Plans for all employees with the County's Diversity Initiatives.
- Continue the comprehensive review of the County's classification system and begin its implementation.
- Pilot the newly developed Supervisory Academy and determine the feasibility of making this a mandatory program for all County supervisors.
- Implement a fully web-based employment application system.



- Establish a network of satellite HR offices to better serve employment applicants and employees.
- Ensure that appropriate succession planning is implemented throughout departments.

County Facilities/Workplace Improvement

- Incorporate concepts of value design management (life cycle costing) and strategic operational planning into the Capital Improvement Plan development process.
- Continue implementation of a structured major maintenance program for all County facilities to prevent future backlogs.
- Further energy conservation measures in County facilities to reduce demand by 10 percent and exceed Title 24 energy efficiency design requirements by 15 percent in all new construction designs.
- Continue work on executing the projects in the ADA transition plan. Incorporate ADA facility inspections into the annual Facility Assessment Program and include data in the multi-year Capital Improvement Plan.
- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
- Complete construction of the Valley Center, Spring Valley, and Cardiff libraries.
- Finalize plans for rebuilding the North County Animal Shelter.
- Complete Proposition 14 Bond Act applications for new libraries in Alpine and Fallbrook.
- Plan for the replacement of the Las Colinas Women's Detention Facility in order to position the County to be competitive in seeking external funding for constructing a new facility.
- Systematically survey and audit employee work sites to ensure the use of ergonomically correct workstation and workplace standards.

- Emphasize employee workplace injury prevention training by providing departmental assessments and recommendations.

Regional Leadership

- Take the lead in obtaining State and Federal funding for terrorism and bioterrorism preparedness activities, including public health, law enforcement and intelligence, infrastructure security and emergency planning activities for the San Diego region.
- Work cooperatively with other local governments and agencies to address regional issues such as transportation and land use planning.
- Maximize opportunities to expand the County of San Diego's role and influence in Statewide forums to promote Board policies and best-in-class governance practices.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Provide regional leadership in water quality through Project Clean Water.
- As principal permittee, provide a leadership role to the cities and Port District on issues related to compliance with the revised Municipal Stormwater Permit.
- Work with our legislators to aggressively pursue additional funding and legislation that will enhance existing homeownership programs and create new opportunities for families in the San Diego region to purchase a home.
- Successfully conduct the November 5, 2002 Gubernatorial General Election which includes State and County measures and races and consolidated elections for 17 cities, 47 school districts, and 74 special districts.



Changes from 2001-02 Adopted

Expenditure

- Salary and Benefit increases of \$145,000 for negotiated pay and retirement increases are largely offset by \$133,000 reduction in Services and Supplies.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 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 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Office	\$ 1,503,119	\$ 1,285,080	\$ 1,583,286	\$ 1,658,251
Office of Intergovernmental Affairs	1,156,104	1,015,561	1,048,510	1,098,077
County Memberships and Audit	683,201	697,101	683,201	683,201
Internal Affairs	308,580	159,649	347,972	376,168
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,766,419	\$ 1,520,457	\$ 1,911,472	\$ 2,071,692
Services & Supplies	1,848,958	1,636,936	1,715,870	1,736,005
Other Charges	8,000	—	8,000	8,000
Management Reserves	27,627	—	27,627	—
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Intergovernmental Revenues	\$ 19,200	\$ —	\$ 19,200	\$ 19,200
Charges For Current Services	49,826	49,389	49,826	49,826
Miscellaneous Revenues	—	335	—	—
General Revenue Allocation	3,581,978	3,107,669	3,593,943	3,746,671
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Auditor and Controller



Department Description

Governed by the overriding principles of fiscal integrity, customer service, and continuous improvement, 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 and provides reports necessary to manage the County operations. 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 General Management System and County's Strategic Plan. 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 continue to broaden our role of controller into provider of value-added financial services.

Mission Statement

To maintain our status as 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.

2001-02 Accomplishments

Fiscal Stability

- County Rated A- in Financial Management in the Maxwell School of Citizenship and Public Affairs at Syracuse University/Governing Magazine study of the 40 largest counties in the United States—the highest ratings awarded nationwide.
- County Rated A- in Capital Management in the Maxwell School/Governing Magazine study—the highest ratings awarded nationwide.
- Maintained the County's favorable AA- bond rating since May 2001.
- Developed and implemented new cash status and trust fund reports to assist the Agency/Groups manage assets and liabilities.
- Established an internal Cost Commission to develop, prescribe, and review financial transactions between and among County departments, other government agencies, and the public to assure proper cost accounting for costing, pricing, and billing.
- On-target with implementation of the new GASB 34 financial reporting model. Contracted through KPMG for inventory and valuation of County material assets and development of depreciation standards.
- Received Award for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).



Technology

- Successfully implemented the Human Resources position management Enterprise Resource Planning tool.
- Successfully re-implemented BRASS, the County's budget development and management system, to align with the pending Enterprise Resource Planning financial tools.

Human Resources Modernization

- Implemented new staff development plan and succession plan. Staff training is based on these plans.
- Department staff actively participating in County Leadership Academy.

Continuous Improvement

- County Rated A- in Managing for Results in the Maxwell School/Governing Magazine study— the highest ratings awarded nationwide.
- Coordinated the successful review, evaluation, and update of the Five-Year Strategic Plan for the Strategic Planning Executive Committee.
- Maintained 95% customer satisfaction rating.

2002-04 Objectives

Fiscal Stability

- In collaboration with the Agency/Groups, improve the use of Performance Measurement in conjunction with the Operating and Strategic Plans under the General Management System.
- In collaboration with the Agency/Groups, continue training and monitoring to improve assets and liabilities management.
- 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.
- Continue implementing the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.
- Improve cost accounting for costing, pricing, and billing between and among County departments, other government agencies, and the public.

Technology

- Continue implementing the new Enterprise Resource Planning, Oracle Financials and PeopleSoft Payroll Systems with initial rollout scheduled in early 2003.
- Successfully implement the Financial, Human Resources, and Performance Management Enterprise Resource Planning tools to achieve positive business re-engineering results.
- Explore and utilize new technologies such as document imaging to interface with the Enterprise Resource Planning Financial A/P Module.

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, leveraging diversity, and providing employee and executive development.
- Achieve an overall improvement in employee satisfaction.

Continuous Improvement

- Refine performance measurements for the delivery of Auditor and Controller services.



- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, telephone surveys, and other means.
- Develop and implement Balance Score Card initiative to define and document strategic direction for Auditor and Controller activities.

Changes from 2001-02 Adopted

Expenditure

- \$4.4 million in appropriations were transferred to the Finance and General Government Group Executive Office in Fiscal Year 2002-03. These appropriations are associated with the transfer of eleven staff discussed below, and to provide a reserve to fund possible future staffing needs associated primarily with Countywide Enterprise Resource Planning project support. A portion of these appropriations was transferred to provide funding for ARMS and Countywide payroll application functions as well as Revenue and Recovery Predictive Dialer automation.
- \$1.26 million in additional appropriations are proposed for Fiscal Year 2003-04 primarily for negotiated salary and benefit increases.

Revenue

- \$3.2 million of General Revenue allocation was transferred to the Finance and General Government Group Executive Office in Fiscal Year 2002-03 to fund Group-wide and Countywide support activities.

- Addition of \$54,886 in AB2890 Revenue allocation to the Accounting and Fiscal Control Division due to greater anticipated revenue from this source.

Staffing

- Ten staff years were transferred to the Finance and General Government Group Executive Office, to provide Group-wide support similar to the other organizational Groups, and Countywide transitional support for the Enterprise Resource Planning project.
- One position was transferred to the County Technology Office to provide centralized automation oversight for the Finance and General Government Group.
- Three staff years were transferred to the Department of Planning and Land Use due to the transfer of cashiering functions previously performed by the Auditor and Controller.
- Two positions with half time funding were added to perform Countywide Enterprise Resource Planning project support
- One staff year was deleted in anticipation of reduced labor cost distribution correction activities following the successful implementation of the Kronos Enterprise Resource Planning time reporting component scheduled for Fiscal Year 2002-03.
- Funding for one Performance Audits Manger in the Audits Division was reduced to 0.5 full time equivalent, a reduction of -0.5 FTE.
- Funding for one Principal Administrative Analyst in the Administrative Services Division was reduced to 0.5 full time equivalent, a reduction of -0.5 FTE.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Implement GASB 34	Implemented	In Process ¹	Implemented	Implemented
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Implemented	In Process ²	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-

¹ Auditor and Controller in association with KPMG is currently performing the Valuation of County Infrastructure, County buildings and establishing capitalization thresholds in accordance with Government Accounting Standards Board Statement 34, (GASB 34). The valuation of infrastructure and buildings is necessary for the County to implement the new financial statement reporting standards of GASB 34.

² New Enterprise Resource Planning (ERP) PeopleSoft Position Management system was implemented in July 2001, PeopleSoft Payroll Systems are scheduled for initial implementation by the end of 2002. Oracle Financials is in development. No exact date has been defined for initial implementation.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Audits	22.00	18.50	18.50
Office of Financial Planning	19.00	17.00	17.00
Accounting and Fiscal Control	110.00	109.50	109.50
Revenue and Recovery	114.00	114.00	114.00
Administration	34.00	25.00	25.00
Total	299.00	284.00	284.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Audits	\$ 2,071,726	\$ 1,737,681	\$ 1,884,841	\$ 2,011,523
Office of Financial Planning	1,981,720	2,110,494	1,554,072	1,668,406
Accounting and Fiscal Control	5,464,663	11,390,089	7,126,658	7,684,650
Revenue and Recovery	7,533,042	9,601,889	7,834,316	8,280,619
Administration	14,199,143	3,458,737	8,433,392	8,235,374
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 16,300,281	\$ 15,883,826	\$ 15,579,214	\$ 16,947,746
Services & Supplies	13,937,784	12,308,119	10,654,065	10,832,826
Other Charges	149,900	106,945	100,000	100,000
Management Reserves	862,329	—	500,000	—
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 2,098,550	\$ 2,098,550	\$ 795,000	\$ —
Revenue From Use of Money & Property	—	70	—	—
Intergovernmental Revenues	125,000	248,831	125,000	125,000
Charges For Current Services	5,475,175	5,884,649	5,530,061	5,530,061
Miscellaneous Revenues	395,500	819,983	395,500	395,500
Other Financing Sources	25,000	—	25,000	25,000
General Revenue Allocation	23,131,069	19,246,808	19,962,718	21,805,011
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572

County Technology Office



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.

2001-02 Accomplishments

Technology

- Provided IT and telecommunications support to County business operations.
- Over 5,000 new computers were installed at County workstations.
- Another 1,500 old County computers were donated to the San Diego Futures Foundation.
- Completed deployment of 1,500 new PC's for Probation Department for improved efficiency and performance.
- Completed redesign of County Internet site.
- Provided technical support and oversight for San Pasqual Academy.
- Enhanced Web-based services through web casting of weddings.
- Several new business applications throughout the County were implemented.
- Enhanced Chargeback System to assist in providing departments with Pennant Alliance contract billing information, including information to assist with cost recovery from State and Federal funding sources.
- The fourth phase of the Enterprise Resource Planning systems was completed.

- Implemented enhanced security measures for systems and applications.

2002-04 Objectives

Technology

- Accelerate residents' access to County information through additional services being web-enabled.
- 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 Enterprise Resource Planning systems.
- 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.
- Successfully transition the Department of Child Support Services 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.
- Monitor IT Provider's compliance with contract provisions and Minimum Acceptable Service Levels (MASLs), with Minimum Service Levels being regularly met by the end of July 2002.
- Improve Service Level compliance and performance through enhancement of MASLs.
- Provide leadership within California and the US by helping other governments benefit from San Diego County's IT outsourcing experience.

Changes from 2001-02 Adopted

Expenditure

- CTO Office expenditures increased by \$515,000 to re-budget the implementation of the e-Commerce Exchange solution, based on anticipated fund balance

savings. This solution will augment the ERP procure-to-pay system to enable the County to conduct business with suppliers through the internet.

- CTO Office expenditures increased by \$100,000 due to anticipated increases in information technology and telecommunications costs, and increases in management reserves from prior fund balance savings. This increase is offset by a reduction in staffing, as described below.
- The Information Technology Internal Service Fund reflects a decrease of approximately \$18 million due to Enterprise Resource Planning (ERP) payments and Initiation fees that are no longer incurred.

Revenue

- Total revenue for the CTO Office reflects an increase of approximately \$260,000, due to projected cost recovery from funds outside the General Fund.

Staffing

- Three positions are transferred to the Finance and General Government Group Executive Office: two Technology Manager positions and one Chief ERP Manager.
- One Information Technology General Manager position is transferred from the Auditor and Controller.
- One Technology Manager position was deleted.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
APAR rating green or better ¹	80%	51%	90%	90%
Percentage of Critical MASLs met ²	90%	88%	95%	95%
Percentage of MASLs met	80%	81%	90%	90%
CTO Office customer survey average rating	3.5	3.0	4.0	4.0
Number of telephones replaced	1,000	1,000	n/a	n/a
Number of conversions to Outlook e-mail ³	7,500	1,500	10,500	500
Number of desktop PCs replaced	4,000	5,000	4,000	4,000
Percent of network migrated to new technology	100%	90%	100%	100%

¹ APAR = monthly customer evaluation by department representatives. Challenges of infrastructure replacement impacted APAR performance during Fiscal Year 2001-02. By Fiscal Year 2002-03, indicators should improve as transformation activities progress.

² MASL = Minimum Acceptable Service Level

³ The deployment schedule for Outlook e-mail was adjusted for completion in December 2002



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CTO Office	21.00	18.00	18.00
Total	21.00	18.00	18.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CTO Office	\$ 6,849,225	\$ 6,301,597	\$ 7,468,806	\$ 7,025,233
Information Technology Internal Service Fund	136,526,251	114,285,370	117,994,181	115,315,105
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 2,390,779	\$ 2,162,877	\$ 2,259,916	\$ 2,441,652
Services & Supplies	140,638,697	118,424,090	122,704,022	119,399,637
Management Reserves	346,000	—	499,049	499,049
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 5,033,000	\$ 5,033,000	\$ 1,086,049	\$ 499,049
Revenue From Use of Money & Property	—	183,008	—	—
Intergovernmental Revenues	11,332,215	10,206,895	11,106,344	11,106,344
Charges For Current Services	92,313,536	90,742,487	105,925,739	103,204,663
Miscellaneous Revenues	—	51,908	75,000	75,000
Other Financing Sources	28,790,500	12,936,232	1,527,000	1,569,000
General Revenue Allocation	5,906,225	1,433,437	5,742,855	5,886,282
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Civil Service Commission



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.

2001-02 Accomplishments

Fiscal Stability

- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2001-02 fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 100% of the Commission's decisions. (One decision pending.)

Human Resources Modernization

- Worked with County Counsel and other departments to improve the County's performance appraisal system.
- Scheduled mandated hearings within a month after receiving appeals.
- Processed 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 communicated effectively and regularly with the Civil Service Commissioners.

Technology

- 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 require. Survey results indicate a high level of customer satisfaction.

2002-04 Objectives

Fiscal Stability

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2002-04 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 2001-02 Adopted

Expenditure

- Increased expenditures reflect negotiated salary and benefit increases.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Mandated Commission Hearings	40	26	40	40
Investigations	11	5	11	11
Staff Review / Recommendations	332	369	332	332

Actual number of mandated Commission hearings and investigations was less than projected due to a decrease in the number of appeals and investigation requests brought to the Commission.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Civil Service Commission	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 311,021	\$ 358,903	\$ 334,297	\$ 365,629
Services & Supplies	57,105	59,822	65,921	65,957
Management Reserves	6,233	—	6,233	—
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Charges For Current Services	\$ 31,031	\$ 25,148	\$ 31,031	\$ 31,031
General Revenue Allocation	343,328	393,578	375,420	400,555
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

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.

2001-02 Accomplishments

Fiscal Stability

- Reduced maintenance related costs of the Clerk of the Board Assessment Appeals system.
- Reduced ongoing maintenance costs of hard copy public records.
- Increased revenue through additional notaries public.
- Expanded advertising campaign to increase the volume of passport applications and notary public services provided.

Technology

- Made the agenda more easily accessible prior to Board Meeting.
- Expanded use of the Document Management System to make official documents available to the Public electronically.
- Developed automated database of customer service activities.
- Implemented procedure to electronically distribute agenda backup to General Services.
- Developed Document Management System "Marketing Brochure" and "Quick Reference Guide".
- Developed acceptance of Assessment Appeals applications filed electronically, utilizing electronic signatures.



- Developed a plan for the Tax Collector to update property tax notice forms with Clerk of the Board web information.
- Placed Department's Employee Policy Manual on Intranet.
- Published Quarterly Newsletter on Intranet.
- Improved communications equipment and standardize equipment operation procedures.

Workplace Improvement

- Expanded the employee Resource Library.
- Improved the physical layout of clerical and records area.
- Completed office space refurbish project.
- Improved the physical layout of the Board General Office.
- Completed maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement

- Developed a directory for Clerk of the Board staff and Board staff.
- Ensured that program processes are consistent with the Department's 2000 reorganization.
- Increased staff technical and safety training.
- Increased cross training to assure staff exposure to all departmental functions.

Regional Leadership

- Promoted the historical significance of the County Administration Center through sales of memorabilia.
- Produced a "Department Public Information Guide".
- Advertised art displays in the County Administration Center.
- Sponsored a training event for County departmental volunteer coordinators.

- Completed an Outreach Program throughout all County departments.

2002-04 Objectives

Fiscal Stability

- Reduce operating costs of the County Administration Center by focusing on energy conservation and equipment modification projects.
- Increase department revenue through a new marketing campaign associated with passport and notary public services.
- Develop a Clerk of the Board Business Recovery Plan to ensure continued operations in the event of an emergency or disaster.

Technology

- Utilizing the County's enhanced technology infrastructure, increase public Internet access to Special District's agendas and proceedings.
- Continue to find additional uses of the Document Management System that allow official documents to be available to the Public electronically.
- Enhance Facilities Services staff communications ability by upgrading equipment infrastructure.
- Reduce costs of interoffice hard copy distribution by the use of electronic distribution of documents.

Workplace Improvement

- Improve Public Service counters and Clerk of the Board reception area to bring about workplace improvements for the employees and better service for our customers.
- Phase 2 of improvements to the physical layout of the Board General Office.
- Complete maintenance and upgrade projects as planned for the County Administration Center and gardens.



Continuous Improvement

- Improve customer service monitoring by enhancing the Clerk of the Board customer survey card design and submission process.
- Recognize outstanding employee performance through the development of a service level standards program to bring about performance measurement standards in the delivery of services to our customers.
- Continue support for staff technical and safety training.
- Enhance staff professional skills and the department's customer service through implementation of a "skills training program" for all Clerk of the Board staff.
- Implement an internal quality review audit of two procedures in each Clerk of the Board program.
- In order to continue open communication with employees, Clerk of the Board will celebrate the diversity of our employees and the wider community by a program of sharing the values, perspectives, and uniqueness of others.
- Reengineer the hardcopy distribution process of the Board of Supervisors Agenda.
- Provide more responsive passport and notary public service to customers by enhancing cash handling procedures.

Regional Leadership

- Continue promotion of the historical significance of the County Administration Center through sales of memorabilia.
- Promote public art displays in the County Administration Center.
- Focus attention on the County Volunteer Program to increase public awareness and recognize outstanding contributions from participants.

Changes from 2001-02 Adopted

Expenditure

- The \$641,000 increase in expenditures is due to County-wide negotiated salary increases and additional security costs for the County Administration Center

Revenue

- The \$515,000 projected increase in revenue is due to our notary public and passport services, management reserves and one-time revenue for security costs for the County Administration Center.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Legislative Services	10.00	10.00	10.00
CAC Facilities Services	12.00	12.00	12.00
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 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Legislative Services	\$ 765,103	\$ 641,740	\$ 696,634	\$ 755,064
CAC Facilities Services	2,739,911	2,920,484	3,237,961	3,021,008
Assessment Appeals	—	66,960	—	—
Public Services	711,402	632,685	603,875	657,057
Executive Services	566,824	884,881	885,808	689,871
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

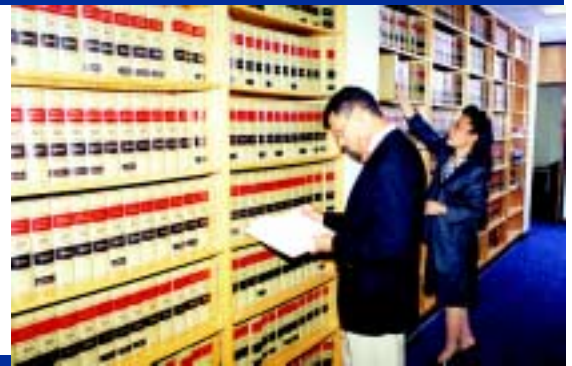
Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,939,142	\$ 1,840,977	\$ 2,102,305	\$ 2,315,812
Services & Supplies	2,822,847	3,305,774	3,100,722	2,832,188
Expenditure Transfer & Reimbursements	(25,000)	—	(25,000)	(25,000)
Management Reserves	46,251	—	246,251	—
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 500,000	\$ —
Charges For Current Services	72,750	255,304	87,750	87,750
Miscellaneous Revenues	40,170	205,390	40,170	40,170
General Revenue Allocation	4,670,320	4,686,057	4,796,358	4,995,080
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel 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.

2001-02 Accomplishments

Environment

- Served a major role in implementing Stormwater Pollution Prevention programs to protect against polluted stormwater.
- Contributed significantly to the County's successes in enforcing County Code violations, which negatively impact the health, safety, peace and quiet of communities.

Fiscal Stability

- Prevailed in over 90% of cases decided by a court or jury that were resolved (i.e., no further avenue for appeal) during the fiscal year.

- Provided in-house legal support for the County's successful securitization of over \$466 million in tobacco litigation settlement proceeds for the support of health care related programs.
- Negotiated a reduction in attorney fees owed to County's outside counsels, who represented County in lawsuit against tobacco companies, from approximately \$55.7 million down to \$9.19 million, resulting in a savings of approximately \$46.5 million. These savings augment the County's commitment of tobacco settlement proceeds for health care related programs.
- Arranged for the County to receive free legal services valued at over \$100,000 from law firms who contribute their services to handle conservatorship trials for the County.
- Provided numerous training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.

Regional Leadership

- Provided regional leadership in the development of Stormwater Pollution Prevention ordinances that will be used as a model throughout the County.



- Assisted with the successful development and opening of San Pasqual Academy.

Self Sufficiency/Health and Wellness

- Prevailed in over 99% of contested hearings involving juvenile dependency petitions filed by the Health and Human Services Agency.
- Prevailed in over 91% of juvenile dependency cases in the Court of Appeal.
- Provided quarterly training to social workers to assist them in the performance of their duties in accordance with State law.

Human Resources Modernization

- Played a key role in the implementation of the County's new retirement enhancements provided to County employees and retirees.

2002-04 Objectives

Environment

- Provide full assistance in support of the County's land use and environment goals.
- Provide litigation support to enforce County Code violations, which negatively impact the health, safety, peace and quiet of communities in the unincorporated area of the County.
- Assist County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.

Fiscal Stability

- Prevail in over 90% of cases decided by a judge or jury (that have no further avenue for appeal).
- Provide training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.

- Provide risk management assistance to County departments through specialized training and risk roundtables to assist County officials to identify and mitigate risks.

Self Sufficiency/Health and Wellness

- Prevail in over 96% of all juvenile dependency petitions filed by the Health and Human Services Agency, which are subjected to a contested hearing in juvenile dependency court matters.
- Prevail in over 94% of juvenile dependency appeals and writs in the Court of Appeal.
- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with State law.

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 2001-02 Adopted

Expenditure/Staffing

- The expenditure increase in Fiscal Year 2002-03 of approximately \$1.1 million is due primarily to: (a) negotiated salary increases and (b) new positions requested by the Land Use & Environment Group (LUEG) to provide needed program support.

Revenue

- Offsetting funding from LUEG will fund the attorney positions and the paralegal position that will provide exclusive legal services to LUEG departments. The total overall increase in revenue for Fiscal Year 2002-03 is approximately over \$920,000. In addition, the Office of



County Counsel plans to implement a new fee structure in the coming years, which will most likely result in additional revenue.

Staffing

- New positions are added as requested by the Land Use & Environment Group to provide needed program support as follows: two attorneys and a paralegal to provide

exclusive legal services to DPW; and one attorney position to provide exclusive legal services to DEH. The department is deleting one vacant Confidential Legal Secretary position in order to allow the additional paralegal position.

- An attorney is added to provide needed increased support for juvenile dependency matters.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 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	90%	99%	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%	91%	94%	94%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
County Counsel	133.00	137.00	137.00
Total	133.00	137.00	137.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
County Counsel	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 12,189,811	\$ 12,529,171	\$ 13,791,422	\$ 14,657,674
Services & Supplies	1,727,599	1,523,380	1,549,874	1,596,370
Fixed Assets Equipment	30,000	11,323	—	—
Expenditure Transfer & Reimbursements	(120,972)	(133,501)	(138,365)	(142,516)
Management Reserves	253,933	—	—	—
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 450,972	\$ 450,972	\$ 832,331	\$ 484,340
Licenses Permits & Franchises	—	10,537	—	—
Intergovernmental Revenues	150,700	151,663	151,139	155,673
Charges For Current Services	3,001,620	3,375,857	3,609,392	3,717,676
Miscellaneous Revenues	100,750	61,808	32,500	33,475
General Revenue Allocation	10,376,329	9,879,537	10,577,569	11,720,364
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs.

Additional responsibilities include: administration of employee benefits programs; risk management activities including a workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2001-02 Accomplishments

Human Resources Modernization

Recruitment

- Processed 64,712 applications.
- Processed 552 new exams requests.
- Administered 181 tests for 15,026 applicants.
- Conducted 43 management recruitments.
- Promulgated 29,208 applicants to employment lists.
- Processed 3,679 requisitions for the departments.
- Filled 252 vacancies through three one-day hiring halls.
- Provided 47 Transitional Assistance Programs (TAP) presentations for approximately 859 transitioning military personnel.
- Expanded our recruitment efforts by contracting with *SignOnSanDiego.com* and *HotJobs.com*.
- Implemented DHR's web-based online employment application process (1st Phase).

- Developed a multi-media recruitment card to market the County of San Diego as an employer of choice.
- Met with each Group Human Resources Director and Departmental Personnel Officers to continue forecasting vacancies and improve timeliness and diversity in recruitment efforts.
- Forecasted Countywide vacancies in anticipation of retirement enhancements and conducted the necessary recruitments

Labor Relations

- Successfully negotiated five-year Memoranda of Agreements with SEIU Local 2028, SEIU Local 535, and Deputy County Counsels' Association.
- Successfully negotiated four-year Memoranda of Agreement extensions with the Deputy Sheriffs' Association and District Attorney Investigators' Association.
- Successfully negotiated an initial Memorandum of Agreement with United Domestic Workers and the IHSS Public Authority.
- Implemented retirement enhancements for all employee organizations and other County employees.



Classification & Compensation

- Performed an organizational assessment, created new classifications, and made necessary classification and compensation changes to establish the Department of Child Support Services.
- Completed a large-scale classification study involving over 300 positions in the Sheriff clerical classification series. This will streamline career paths and reduce the number of clerical classifications.
- Completed an organizational assessment and strategic staffing study involving over 300 positions in the Department of Planning and Land Use. As a result, the Department will have a strategic staffing model and will be able to proactively hire staff to accommodate fluctuating workloads.

Employee Benefits

- Negotiated the lowest premium rate increase available for health insurance, as compared to other California Counties.
- Enhanced employee benefits by:
 - Implementing a variety of voluntary benefit programs (domestic partners, long term care/group auto/home insurance options, waiver of County insurance).
 - Implementing Month of Healthy Living.
 - Providing employees with on-site health education seminars and flu shots at no cost.
 - Redesigning the County's dental program to increase service and value.
 - Implementing two Health Benefit Expos.
 - Adding direct deposit feature to Flexible Spending Accounts.
- Successfully completed the OPTIONS Open Enrollment process, including answering over 5,800 telephone inquiries from employees regarding their benefits.
- Redesigned the New Employee Benefits Orientation.

Employee Development

- Provided skill-based training for Human Resources Analysts.
- Developed and implemented three Leadership Academies as part of our succession planning and employee development effort.

Risk Management

- Implemented a transitional work policy to provide light duty assignment alternatives for injured workers.
- Received the 2001 CSAC Merit Award for the reengineering of the Workers' Compensation Claims Administration.
- Facilitated departments' Injury, Illness Prevention Program updates.
- Implemented SPARTA insurance program that provides County contractors access to additional insurance markets.

PeopleSoft Administration

- Successfully implemented, on time, the PeopleSoft HR component.
- Implemented electronic salary approval process through PeopleSoft.
- Implemented phases of the PeopleSoft Human Resources Enterprise Resource Planning system Countywide. Solution demonstration labs completed. New business practices designed. User acceptance testing and end user training ongoing.

Diversity

- *Diversity Employment Magazine* featured the County's diversity efforts in their September edition.
- Enhanced our diversity and recruitment efforts by discussing County employment opportunities with over 27,200 applicants in 51 job fairs.



- Completed 25 outreach presentations to minority organizations, ROP programs, and career centers.
- Certified 341 bilingual applicants/employees.
- Coordinated the training of 100% of the employee population in diversity concepts. Updated the diversity training program curriculum, added diversity training scheduling to New Employee Orientation.

Workplace Improvement

- Expanded and upgraded existing training facilities at our Beech Street location.
- Began remodel of the DHR Pacific Highway office to improve customer service and workflow.
- Updated office located at the County Operations Center.
- Emphasized employee workplace injury prevention education and improvements.

2002-04 Objectives

Human Resources Modernization

Recruitment

- Complete phase two of on-line application process, which includes the Supplemental Application Form, to provide a fully web-based employment application system.
- Determine feasibility of utilizing an IVR system that would allow applicants to access application status, exam scores, and test schedule information. Implement if viable.
- Re-assess examinations to ensure their reliability and validity as evaluation instruments.
- Conduct County of San Diego job fairs throughout the region.
- Establish a self-service office at the County Operations Center to better serve employment applicants and employees.

- Determine feasibility of phased imaging project for DHR personnel files, identify necessary funding source, and begin implementation.

Labor Relations

- Complete negotiations on a successor Memorandum of Agreement with the Deputy District Attorneys' Association and the Public Defender Association.
- Update Labor Relations training on Progressive Discipline and expand training to include grievance administration.

Classification & Compensations

- Update and post all County classification specifications on the Internet and Intranet web sites.
- Review and revise salary ranges for unclassified management.
- Transition the current Operational Incentive Plan (OIP) database to PeopleSoft. Develop a streamlined OIP reporting system and process.
- Perform a comprehensive review of the County's classification system and develop an implementation plan in coordination with Group Managers.
- Complete and implement an Electronic Classification Activity Request System.

Employee Benefits

- Improve Open Enrollment for benefits by implementing an Interactive Voice Response/web-based enrollment system.
- Negotiate new health insurance plan.
- Employee Development & Training
- Emphasize Employee Development by: providing two Leadership Academies each fiscal year; piloting a Supervisory Academy; and continuing Project Management and Meyers-Briggs training Countywide. Continue to refine New Employee Orientation and continue with the LUEG pilot Clerical Academy.



- Develop an Executive Development program.

PeopleSoft Administration

- Deploy the self-service component of PeopleSoft.
- Update Policies and Procedures related to the use of PeopleSoft.
- Work with Pennant Alliance and ERP team to produce and streamline the quarterly reports in PeopleSoft and PB Views.

Risk Management

- Contract for enhanced loss prevention services at no additional cost to the County.
- Identify and implement two business process improvements.
- Obtain new medical, case management, and investigative service agreements that enhance workers' compensation cost containment efforts.

Diversity

- Enhance diversity recruitment activities by participating in job fairs, college and military outreach activities, and by utilizing the Web Card to market the County of San Diego as an employer of choice.
- Implement a Diversity Awareness program for executives by providing presentations and training on diversity issues.

Workplace Improvement

- Develop and implement strategies to reduce workplace related injuries to include presentations on risk mitigation and ergonomic and/or repetitive motion injury prevention.

- Complete remodel of the DHR Pacific Highway office to improve customer service and workflow.

Changes from 2001-02 Adopted

Expenditure

Budgeted expenditures increased by \$1.9 million reflecting the funding of:

- Significant Countywide insurance cost increases following the September 11, 2001 tragedy.
- COLA increases for unclassified and broadband classifications, and other negotiated salary and benefit increases.
- Funding necessary to provide support to the ERP project.
- One-time costs associated with workplace improvements.
- One-time and ongoing resources needed to achieve Human Resources modernization in the areas of recruitment and employee development.

Revenue

- An overall \$1.9 million revenue increase is attributed to the increase in general revenue allocation to offset budgeted expenditure increases.
- As a result of revenue re-categorization, an additional \$1.4 million general fund allocation is budgeted.

Staffing

- Deleted four backfill positions that were funded one time in Fiscal Year 2001-02.
- Funded one position that was transferred from the County Technology Office mid-year in Fiscal Year 2001-02.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
% Of recruitments promulgated within targeted timeframe	80%	85%	89%	89%
% Of Classification Activity Requests completed within prescribed timeframe	80%	78.4%	80%	85%
Overall satisfaction rating with training programs offered by Employee Development	95%	95%	95%	95%
Ratio of Workers' Compensation cases closed per number of cases open	1:1	1:1	1:1	1:1
% of grievance appealed to arbitration without recourse to hearing	10% ¹	80%	n/a	n/a
% of grievances filed for arbitration that are resolved without going to hearing ²	n/a	80%	80%	80%

¹ The Fiscal Year 2001-02 goal for this measure should have been 80%.

² New measure more accurately reflects program success.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Department of Human Resources	124.00	121.00	121.00
Total	124.00	121.00	121.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Department of Human Resources	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 7,995,299	\$ 7,517,728	\$ 8,951,082	\$ 9,713,979
Services & Supplies	6,553,053	5,160,296	7,845,245	7,121,661
Fixed Assets Equipment	340,000	58,142	—	—
Management Reserves	153,952	—	153,952	—
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 1,588,904	\$ 1,588,904	\$ 820,622	\$ 335,048
Intergovernmental Revenues	—	1,029	—	—
Charges For Current Services	383,817	384,874	425,326	425,326
Miscellaneous Revenues	6,052,439	5,267,975	5,372,935	5,313,365
General Revenue Allocation	7,017,144	5,493,386	10,331,396	10,761,901
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Media and Public Relations



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.

2001-02 Accomplishments

Continuous Improvement

- Expanded partnerships with County departments and increased department participation in Department of Media and Public Relations media relations threading activities, resulting in increased, improved CTN programming, more efficient media relations programs, and improved publications.
- Improved County's media relations program by providing media training to 76 staff in five departments.
- Expanded the level of communication support offered to County departments and the public making presentations at the County Administration Center.
- Used County Strategic Plan goals in Cable Grant Program selection criteria, and awarded five grants for programs that highlight self sufficiency, health and wellness, crime prevention and environment.

Regional Leadership

- Coordinated regional media relations activities in response to bioterrorism threats and informed public of County emergency response efforts through special CTN video production.
- Continued to develop best-in-class programming and operational policies for the County Television Network, to further establish CTN as a leader in the field of government access cable television.

Technology

- Upgraded CTN production equipment and operating systems with two new video editing systems and a state-of-the-art automated programming/playback system, using technology to increase operational efficiency, flexibility, and improve service to customers.
- Obtained and installed new software system to improve project tracking and performance measurement capabilities.
- Used Intranet technology to expand County News newsletter to provide additional information requested by employees.



Workplace Improvement

- Provided County employees with information on County initiatives, organizational priorities, and timely news by publishing 12 issues of County News newsletter.
- Remodeled Department of Media and Public Relations offices in two locations, improving the work environment for employees and customers, utilizing space more efficiently, and enhancing security.

2002-04 Objectives

Continuous Improvement

- Continue to promote County Strategic Plan Initiatives by developing and enhancing collaborative partnerships with County departments, managers, and the Board of Supervisors to provide information about important programs and services to the public.
- Meet or exceed Department targets set for staff training and cross-training in areas that enhance product quality and customer service.

Fiscal Stability

- Monitor current revenues and expenditures, and develop long term plan to identify new revenue sources to meet anticipated future cost increases.

Regional Leadership

- Continue to develop best-in-class programming and operations standards for County Television Network, to maintain CTN's status as a regional leader in government access cable television.

Technology

- Continue to identify opportunities for automation within CTN and Department operations and use new technology, wherever possible, to streamline and upgrade services.

Workplace Improvement

- Evaluate newly remodeled Department offices and workspaces, and implement additional enhancements where necessary to improve efficiency, productivity, and safety.

Changes from 2001-02 Adopted

Expenditure

- Decrease of \$217,000 in Total Expenses reflects one-time expense in Fiscal Year 2001-02 for CTN production and playback equipment upgrade. Salaries and Employee Benefits expenditures increased by \$60,000, and Services and Supplies expenditures increased by \$57,000, consistent with increases in cable franchise revenues.

Revenue

- Increase of \$152,000 in Licenses Permits and Franchises from cable franchise fees due to predicted revenue growth in the cable television industry.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of media trainings conducted by DMPP staff for other Departments.	n/a	5	6	6
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	n/a	69	75	80
Percentage of staff training and professional development targets actually achieved.	n/a	100%	100%	100%
Percentage difference between estimated and actual cable television franchise fees.	n/a	3%	Within 5%	Within 5%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Media and Public Relations	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,554,647	\$ 1,477,111	\$ 1,615,727	\$ 1,755,582
Services & Supplies	426,969	340,412	483,678	483,678
Fixed Assets Equipment	187,500	82,276	40,000	—
Operating Transfers Out	187,500	40,000	—	—
Management Reserves	24,474	—	24,474	—
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 211,974	\$ 211,974	\$ 24,474	\$ —
Licenses Permits & Franchises	1,916,874	1,981,109	2,068,895	2,165,225
Revenue From Use of Money & Property	—	66,835	—	—
Charges For Current Services	—	39,004	—	—
Miscellaneous Revenues	—	3,388	—	—
Other Financing Sources	252,242	139,742	70,510	74,035
General Revenue Allocation	—	(502,253)	—	—
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

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.

2001-02 Accomplishments

Fiscal Stability

- Replaced outdated air handling units with energy efficient units.
- Completed energy efficiency lighting sensor / timer project.

Workplace Improvement

- Repaired / replaced exterior perimeter drainage system.
- Repaired west entrance stairway.
- Completed hallways / restrooms refresh project.

2002-04 Objectives

Fiscal Stability

- Complete retrofit of outdated air handling units with new energy efficient models.
- Focus on electrical system maintenance and energy conservation projects.

Workplace Improvement

- Continue with building security modification projects.
- Complete the elevator improvement project.
- Complete phase one of public conference room refresh project.

Changes from 2001-02 Adopted

Expenditure

- Reduction corresponds to reduced need for major maintenance projects during this time period.

County Administration Center Major Maintenance



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CAC Major Maintenance	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Services & Supplies	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Revenue From Use of Money & Property	\$ 13,800	\$ 17,282	\$ 13,800	\$ 13,800
General Revenue Allocation	2,120,000	2,552,365	1,120,000	1,120,000
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800

Capital Program

Capital Program

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Capital Program Summary

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Capital Outlay Fund

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Justice Facility Construction Fund

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County Health Complex Fund

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Edgemoor Development Fund

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Library Projects COF

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Outstanding Capital Projects By Group/Agency

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Capital Program Summary



Capital Program Summary

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.

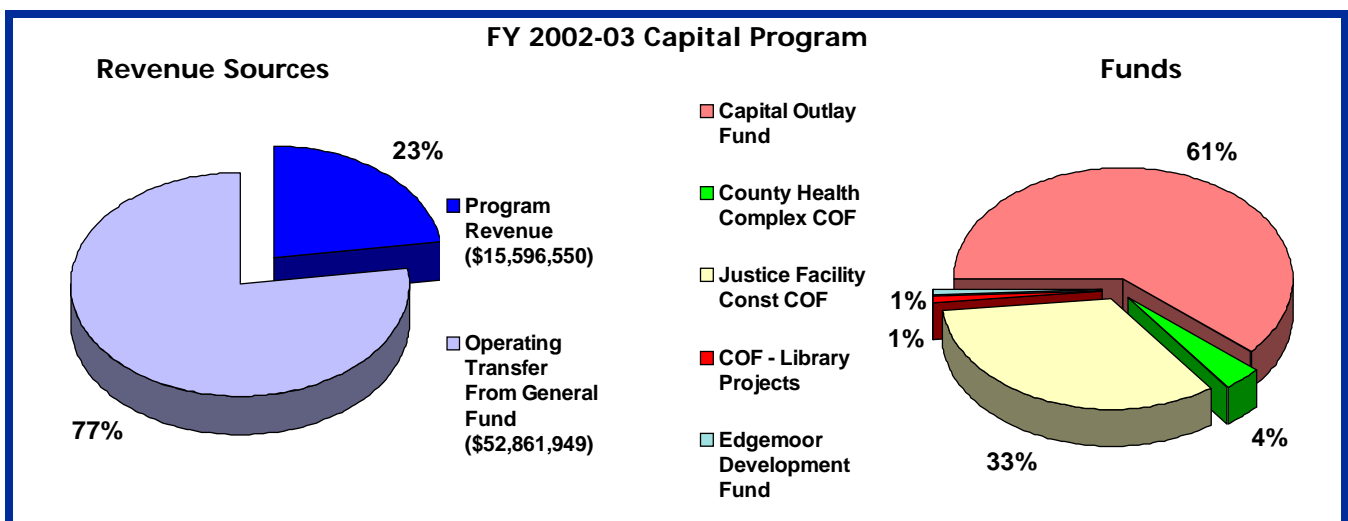
The fifth fund, the Edgemoor Development Fund, was established in 1979 for the use, development, and disposition of the 325 acre Edgemoor site property. Revenues from leases and future sale of land are intended to

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.



Capital Program Summary



Budget by Fund

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Capital Outlay Fund	\$ 43,429,251	\$ 60,066,076	\$ 41,975,928	\$ 31,321,256
County Health Complex COF	2,946,479	3,848,047	2,558,604	2,558,604
Justice Facility Const COF	25,644,125	61,384,058	22,689,771	22,664,713
COF - Library Projects	608,000	7,214,754	718,696	—
Edgemoor Development Fund	195,000	172,472	515,500	5,270,500
Total	\$ 72,822,855	\$ 132,685,406	\$ 68,458,499	\$ 61,815,073

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Lease Payments	\$ 58,774,029	\$ 69,730,389	\$ 55,518,969	\$ 53,728,573
Capital Projects	10,037,826	40,316,864	8,974,171	—
Land Acquisition	3,816,000	21,902,174	3,449,859	2,816,000
Services & Supplies	195,000	172,472	415,500	270,500
Fixed Assets Equipment	—	563,507	—	—
Reserve/Designation Increase	—	—	100,000	5,000,000
Total	\$ 72,822,855	\$ 132,685,406	\$ 68,458,499	\$ 61,815,073



Budget by Category of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Sales & Use Taxes Transit / Development	\$ —	\$ 17,929	\$ —	\$ —
Sales & Use Taxes Criminal Justice	—	2,175,553	—	—
AB 189 Criminal Justice Facility Penalty	6,632,196	4,156,300	2,782,399	2,783,996
Interest On Deposits & Investments	10,000	389,807	20,000	10,000
Rents & Concessions	616,363	598,875	1,500,927	1,508,441
St. Aid - Tobacco Tax Settlement	387,461	150,919	—	—
Recreation Areas	—	1,231	75,000	—
State Construction Other	—	—	345,000	—
St. Aid - Correctional Facility Construction	—	3,960,146	—	—
State Coastal Protection Bonds PR 12	7,000,000	10,521	6,674,859	—
St. Aid - Other State Grants	—	11,310,959	—	—
Fed. Aid HUD CDBG	765,000	1,401,496	1,494,000	—
Federal Other Federal Grants	—	735,768	—	—
Aid From Redevelopment Agencies	800,000	800,000	800,000	800,000
Aid From Other Government Agencies	—	41,758	—	—
Charges In Internal Service Funds	—	653,515	—	—
Charges In Other Funds / Spec Districts	1,094,169	3,489,546	1,094,169	1,094,169
Property Tax System Administration Fee	—	2,396,423	—	—
Recording Fee Modernization	—	1,868,023	—	—
Overaged Warrants	—	6,484	—	—
Other Miscellaneous	—	1,187,801	—	—
Other Sales Taxable	—	38,282	—	—
Operating Transfer From General Fund	55,180,352	88,708,459	52,861,949	50,616,967

Capital Program Summary



Budget by Category of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Operating Transfer From Parkland Dedication	200,000	605,705	160,000	—
Operating Transfer From Library Fund	—	145,199	413,696	—
Operating Transfer From Inmate Welf. Fund	—	82,434	—	—
Operating Transfer From Prop 172 Fund	—	4,273,398	—	—
Reimb. From SANCAL (Bond Proceeds)	—	2,337,107	—	—
Sale Of Fixed Assets	—	1,528,981	100,000	5,000,000
Proceeds From Sale of Solid Waste	—	22,025	—	—
Proceeds Long Term Debt	—	461,115	—	—
Fund Balance - All Other Funds	137,314	(870,351)	136,500	1,500
Total	\$ 72,822,855	\$ 132,685,406	\$ 68,458,499	\$ 61,815,073

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Lease Payments	\$ 30,183,425	\$ 27,711,621	\$ 30,270,594	\$ 28,505,256
Capital Projects	9,429,826	17,283,249	8,255,475	—
Land Acquisition	3,816,000	14,507,698	3,449,859	2,816,000
Fixed Assets Equipment	—	563,507	—	—
Total	\$ 43,429,251	\$ 60,066,076	\$ 41,975,928	\$ 31,321,256

Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KN2968 Cactus Park Sportfield	\$ 110,000	\$ 4,670	\$ 50,000	\$ —
KN2969 Pine Valley Park Ballfield	15,000	3,477	—	—
KN1970 Jess Martin Playground	—	243	—	—
KN0550 Otay Valley Reg'l Park	—	105,974	—	—
KN1884 Lindo Lake Pavilion	—	125,161	10,745	—
KN1561 Julian Jesse Martin Comm. Ctr.	—	57,072	—	—
KN1533 Fallbrook Comm. Park Playground	—	22,220	—	—
KH0071 Spring Valley Transit Center	—	17,929	—	—
KN6019 Heritage Park Bandstand	—	—	700,000	—
K346LE Lakeshore Dr.Sewer Upgrade	—	5,380	—	—
KK5016 800 MHZ Radio Communication Ctr	—	177,003	—	—
KN5018 Comm. Svcs. District JPA	—	2,208	—	—
KN7024 Lindo Lake Parking & Lights	—	8	—	—
KK1709 North County Animal Shelter	1,500,000	148,097	—	—



Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KK1710 El Cajon ARCC Building Imp.	—	142,747	—	—
KN1714 Rios Canyon Ballfield Park	—	3,817	—	—
KN1716 Lakeside Comm. Center Imp.	—	87,917	—	—
KK6109 Assessor Public Information	—	93,023	—	—
KN7012 Old Ironside Park	—	30	—	—
KN7022 Otay Lake Park Restrooms	—	118,461	—	—
KN0754 Lamar Park Development	—	109,403	—	—
KK0755 SBRC Relocate Modular Facility	—	2,205,000	—	—
KN0783 Julian Skateboard Park	—	9,766	—	—
KN0786 Lincoln Acres Park	—	84,980	—	—
KN0787 Cottonwood Park Phase 3	600,000	46,888	600,000	—
KN0788 Family Friendly Restrooms	—	298,067	—	—
KK0789 San Pasqual Renovation	—	7,783,606	—	—
KK8025 CAC Renovation	—	50,118	—	—
KN8013 Jess Martin Park	—	660	—	—
KN8045 Oakoasis Log House	—	55,228	—	—
KN0855 San Dieguito Park Restroom	—	14,667	—	—
KK0865 Spring Valley Teen Gym	400,000	246,938	678,000	—
KK0866 Edgemoor Hospital Remodel	—	466,220	—	—
KN0867 Agua Caliente Park Restrooms	—	6,767	—	—
KN0868 Collier Park Walk / Picnic Area	89,520	121,877	—	—



Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KK6100 Underground Tanks	—	60,596	—	—
KN0870 Pine Valley Basketball & Tennis Ct	336,590	7,574	—	—
KN0871 South Bay Biological Study Area	—	30,000	—	—
KN0873 Tijuana River Valley Sport Park	1,500,000	280,021	300,000	—
KN0878 William Heise Park Trail Imp.	—	1,231	—	—
KK0880 Spring Valley Teen Center	190,000	50,597	75,000	—
KK0883 South Bay Regional Center ARRC	—	2,424,260	—	—
KN0884 Lakeside Teen Center	—	6,212	306,000	—
KN1885 Sp. Vall. Comm. Ctr. Plygrnd Imp.	75,000	192,558	—	—
KN1886 Julian Memorial Park Improvements	—	916	—	—
KN1910 Old Ironside Walkway	—	31,969	—	—
KN9016 Rainbow Park Phase 1	600,000	466,161	—	—
KN9020 Tijuana River / Effie Mae Farm	—	4,116	—	—
KN9021 Volcan Mt. Restroom / ERSN	—	2,472	—	—
KN9031 Sweetwater - Morrison Pk Dev.	—	168,236	—	—
KN9032 Collier Park Facility Design	—	71,823	195,000	—
KN9034 Lindo Lake NE Parking Lot	—	3,512	—	—
KK9035 Campo Sewer System	—	26,272	—	—
KN9036 Louis Stelzer Park	—	41,714	—	—
KK1953 Valley Center Museum	—	155,625	—	—
KN1954 Dos Picos Picnic Area	570,000	6,734	—	—
KN2955 Agua Caliente Park	1,100,000	—	—	—

Capital Outlay Fund



Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KN2956 El Monte Park Playground	300,000	9,141	—	—
KN2957 Flinn Springs Park	250,000	2,658	—	—
KN2958 Lake Jennings Park	185,000	3,702	—	—
KN2960 Lake Morena Equipment	350,000	434	—	—
KN2961 Lindo Lake Park Lighting	80,000	8,362	—	—
KN2962 Stelzer Park Playground	170,000	3,019	—	—
KN2963 Wm. Heise Playground Restrooms	250,000	6,386	—	—
KN2964 Fallbrook Sport Park	500,000	5,623	—	—
KK2966 NC Animal Shelter Fire Sprinkler	136,165	—	—	—
KK2967 SC Animal Shelter Fire Sprinkler	122,551	—	—	—
KK2991 San Pasqual Technical Center	—	202,187	—	—
KK2992 San Pasqual Gym	—	390,081	—	—
KK2993 San Pasqual Girls' Dorm	—	3,433	—	—
KN3401 Jess Martin Park Sportsfield	—	—	100,000	—
KN3402 Felicita Museum ADA Impr	—	—	70,000	—
KN3403 Felicita Park Playgrounds	—	—	125,000	—
KN3404 Lake Morena Park Impr	—	—	200,000	—
KN3405 Lakeside Park Improvements	—	—	745,000	—
KN3406 Sweetwater Pk SR 125 Mitigation	—	—	345,000	—
KN3407 Lindo Lake Well	—	—	34,730	—
KN3408 Los Penasquitos Trail Restoration	—	—	75,000	—



Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KN3409 Potrero Park Playgrounds	—	—	125,000	—
KN3410 Sweetwater Playgrounds	—	—	135,000	—
KN3411 Borrego Springs Park Master Plan	—	—	78,000	—
KN3412 East County Sports Complex	—	—	250,000	—
KN3413 Fallbrook Comm Park Playground	—	—	165,000	—
KN3414 Felicita Park Improvements	—	—	530,000	—
KN3415 Guajome Park Playground	—	—	500,000	—
KN3416 Nancy Jane Park Swings	—	—	140,000	—
KN3417 San Dgto Upper Picnic Impr/Play	—	—	525,000	—
KN3418 South Lane Park Improvements	—	—	98,000	—
KN3419 Sweetwater Bikeway Trails Const	—	—	1,100,000	—
Total	\$ 9,429,826	\$ 17,283,249	\$ 8,255,475	\$ —



Land Acquisition Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KA1562 North County Open Space	\$ —	\$ 7,534	\$ —	\$ —
KA2564 Otay River Valley Park	1,000,000	—	250,000	—
KA8950 Wastesite Land Acquisition	—	22,025	—	—
KA9500 Multi-Species Conservation Prog.	2,816,000	4,498,165	2,816,000	2,816,000
KA9730 Tijuana River Land Acquisition	—	30,536	—	—
KA0550 Otay Valley Park Acquisition	—	34,805	—	—
KA0551 Escondido Creek Acquisition	—	740,911	—	—
KA1971 San Elijo Acquisition	—	73,724	—	—
KA2972 Santa Ysabel Acquisition	—	9,100,000	—	—
KA3420 Bonsall Park River Site Acq	—	—	383,859	—
Total	\$ 3,816,000	\$ 14,507,698	\$ 3,449,859	\$ 2,816,000

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Lease Payments	\$ 25,644,125	\$ 38,314,186	\$ 22,689,771	\$ 22,664,713
Capital Projects	—	15,708,758	—	—
Land Acquisition	—	7,361,114	—	—
Total	\$ 25,644,125	\$ 61,384,058	\$ 22,689,771	\$ 22,664,713

Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KK4712 East Mesa Warehouse	\$ —	\$ 82,434	\$ —	\$ —
KK2984 Girls' Rehabilitation Facility	—	15,590	—	—
KK9508 Juvenile Probation Center Key	—	22,987	—	—
KK9509 Sheriff Crime Lab Security	—	134,462	—	—
KK9512 Sheriff Fallbrook Station	—	722,494	—	—
KK6115 Adult Supervision Office	—	305	—	—
KK6116 Sheriff - Firearms Facility	—	1,523,252	—	—
KK4901 Downtown Courthouse Remodel	—	380,654	—	—
KK0686 Julian Substation Repairs	—	224,447	—	—
KK0687 Pine Valley Substation Repairs	—	1,881	—	—
KK1715 NCRC Courthouse Annex Room	—	2,175,553	—	—
KK1717 East Mesa Juvenile Access Road	—	942,439	—	—
KK1718 Downtown SD Law Lib. Room	—	220,601	—	—
KK9545 Valley Center Sheriff Station	—	1,331,249	—	—



Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KK0781 East Mesa Juvenile Facility	—	5,156,853	—	—
KK8030 Downtown Courthouse	—	15,702	—	—
KK8032 Las Colinas Women's Det. Fac.	—	5,808	—	—
KK8034 Traffic Court	—	49,011	—	—
KK8044 ASTREA Pad Gillespie Field	—	1,747,482	—	—
KK1904 East Mesa Vehicle Impound Lot	—	2,962	—	—
KK9013 Rancho Del Campo	—	28,316	—	—
KK9017 Descanso Detention Facility	—	329,420	—	—
KK9025 John Duffy Administration Center	—	556,838	—	—
KK1943 George Bailey Medical Exam Room	—	32,919	—	—
KK2994 Sheriff Crime Lab Remodel	—	5,099	—	—
Total	\$ —	\$ 15,708,758	\$ —	\$ —

Land Acquisition Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KA8030 Downtown Courthouse Land Acq.	\$ —	\$ 7,361,114	\$ —	\$ —
Total	\$ —	\$ 7,361,114	\$ —	\$ —

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Lease Payments	\$ 2,946,479	\$ 3,704,582	\$ 2,558,604	\$ 2,558,604
Capital Projects	—	143,466	—	—
Total	\$ 2,946,479	\$ 3,848,047	\$ 2,558,604	\$ 2,558,604

Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KK0688 Edgemoor Install Air Conditioning	\$ —	\$ 5,942	\$ —	\$ —
KK0689 Topaz Building New Trunk Lines	—	80,122	—	—
KK0690 SBRC Relocate Modular Facility	—	89	—	—
KK0698 Juv. Hall Clinic Modify Mod. Units	—	196	—	—
KK0771 Escondido Restroom	—	43,000	—	—
KK0772 NE District Restroom	—	13,545	—	—
KK0776 No. Coastal Region Restroom	—	572	—	—
Total	\$ —	\$ 143,466	\$ —	\$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Services & Supplies	\$ 195,000	\$ 172,472	\$ 415,500	\$ 270,500
Reserve/Designation Increase	—	—	100,000	5,000,000
Total	\$ 195,000	\$ 172,472	\$ 515,500	\$ 5,270,500

Library Projects COF

Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Capital Projects	\$ 608,000	\$ 7,181,392	\$ 718,696	\$ —
Land Acquisition	—	33,362	—	—
Total	\$ 608,000	\$ 7,214,754	\$ 718,696	\$ —

Capital Projects Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KL2981 Julian Shared Use Library	\$ —	\$ 140,697	\$ 358,996	\$ —
KL2983 Alpine Library	—	26,980	—	—
KL1600 Campo Library Design Costs	208,000	55,041	4,700	—
KL9540 Bonita Library Construction	400,000	170	—	—
KL9544 Potrero Library Replacement	—	40,749	—	—
KL9542 Cardiff Library Construction	—	287,044	250,000	—
KL7020 Spring Valley Branch Library	—	537,268	105,000	—
KL9022 Rancho San Diego Library	—	3,309,151	—	—
KL9023 Valley Center Library	—	2,726,621	—	—
KL1974 Fallbrook Library	—	57,672	—	—
Total	\$ 608,000	\$ 7,181,392	\$ 718,696	\$ —



Land Acquisition Detail

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
KA9023 Valley Center Library Land Acq.	\$ —	\$ 2,116	\$ —	\$ —
KA9542 Cardiff Library Land Acquisition	—	21,493	—	—
KA2987 Ramona Comm. Camp	—	9,753	—	—
Total	\$ —	\$ 33,362	\$ —	\$ —

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4712 East Mesa Warehouse	KK1712	00/01	\$ 906,167	\$ 906,167
4715 NCRC Crthse/Anx Rmod	KK1715	00/01	5,307,500	3,498,050
4717 E Mesa Juv Fac Ac Rd	KK1717	00/01	2,704,693	2,169,133
4718 Dwntn Sd Law Lib Rmd	KK1718	00/01	294,578	29,546
4943 Grge Baily Med Ex Rm	KK1943	00/01	50,000	11,873
4984 Girls Rehab Facility	KK2984	01/02	1,400,000	1,400,000
4994 Sheriff Crime Lab Remodl	KK2994	01/02	2,596,618	2,596,618
4651 Dwntwn Crths Remdl	KK4901	95/96	2,158,514	759,233
4671 RCS Radio Site Upgr	KK5015	95/96	74,092,609	540,000
4672 RCS Comm Cntr	KK5016	95/96	10,105,461	23,609
4626 Camp Barrett Housing	KK6114	95/96	195,000	5,775
4634 Adult Supv Ofc Ohio	KK6115	95/96	757,881	1,521
4647 Firearms Training	KK6116	95/96	4,463,614	781,782
4830 Downtown Crt House	KK8030	97/98	727,805	14,346
4832 Las Colinas Wom D F	KK8032	97/98	1,600,000	1,477,203
4834 Traffic Court	KK8034	97/98	800,000	594,898
4854 Sheriff ASTREA Project	KK8044	97/98	3,045,347	1,565,606
4685 LCDF Improvements	KK0685	98/99	640,000	633,600
4686 Julian Substation Rp	KK0686	98/99	1,166,446	1,027,114
4687 Pine Valley Subst Rp	KK0687	98/99	1,200,000	1,183,163
4690 SBRC RELOC Mod Fac	KK0690	98/99	182,076	8,480
4698 Jv Hall Clinic Mod	KK0698	98/99	64,960	64,960
4708 No Co Expansion	KK0708	98/99	55,097	55,097
4781 E Mesa Jv Det Facilty	KK0781	98/99	52,952,000	47,649,776
4913 Rancho Del Campo WW	KK9013	98/99	80,000	29,231
4917 Descanso Det Facilty	KK9017	98/99	1,171,151	590,397
4925 JF Duffy Admin Ctr	KK9025	98/99	3,935,272	394,500
4935 Campo Sewer System	KK9035	98/99	180,000	168,623
4570 SDMC Exterior Ltg	KK9503	98/99	6,000	6,000
4571 ECMC Electronic Door	KK9504	98/99	60,000	60,000
4573 Juv Crt Lock Rm Div	KK9506	98/99	21,080	21,080



Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4574 Juv Prob Ctr Key Acc	KK9508	98/99	24,000	23,235
4576 Shrf Crime Lab Secty	KK9509	98/99	142,000	41,269
4579 Shrf Fallbrook Subst	KK9512	98/99	2,756,505	9,881
4758 Valley Cntr Shf Sta	KK9545	98/99	1,667,000	620,424
4548 Dwntown Crthse Acq	KA8030	99/00	7,489,000	16,394
4904 East Mesa Veh Imp Lt	KK1904	99/00	150,000	135,887
Total—Public Safety			\$ 185,148,374	\$ 69,114,471

Health and Human Services Agency

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4866 Edgemoor Hospital Recon	KK0866	00/01	\$ 2,050,000	\$ 2,026,003
4991 San Pasqual Tech Center	KK2991	01/02	1,250,000	1,250,000
4992 San Pasqual Gym	KK2992	01/02	250,000	250,000
4993 San Pasqual Girm Dorm	KK2993	01/02	3,100,000	3,100,000
4833 Polinsky Card Secrty	KK8023	97/98	120,000	9,099
4688 Edgemoor Install A/C	KK0688	98/99	9,415	1,065
4689 Topaz Bldg-New Trunk	KK0689	98/99	165,000	119,440
4697 Health Complex Cf Rm	KK0697	98/99	23,104	3,181
4699 SE Hlth Ctr Fire Upg	KK0699	98/99	60,000	60,000
4707 Oceanside Ofc Expnsn	KK0707	98/99	100,000	100,000
4771 Escondido Dist Rstrm	KK0771	98/99	50,000	131
4772 Northeast Dist Rstrm	KK0772	98/99	50,000	44,000
4776 NCoastal Reg Rstrm	KK0776	98/99	100,000	3,518
4903 Health Sec Temp Aske	KK9550	98/99	58,000	13,122
4909 Env Hlth-Fire Alm Hw	KK9555	98/99	45,750	45,750
4746 Escondido Addl Space	KK0746	99/00	57,472	57,472
4789 Brdng Sch-sn Pasqual	KK0789	99/00	14,969,570	228,694
Total—Health and Human Services			\$ 22,458,311	\$ 7,311,475



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4557 Bancroft Park Acq	KA1557	00/01	\$ 473,000	\$ 473,000
4562 North Cty City Open Acq	KA1562	00/01	250,000	244,650
4565 SD River Parkway Acq	KA1565	00/01	800,000	800,000
4971 San Elijo Acq	KA1971	00/01	2,100,000	2,032,328
4564 Otay River Valley Park	KA2564	00/01	1,000,000	1,000,000
4714 Rios Cyn Ballfld/Ply	KN1714	00/01	150,000	15,573
4952 Dos Picos Park Picnic	KN1954	00/01	651,953	651,369
4965 Open Space Vol Pad	KN1965	00/01	100,000	100,000
4970 Jess Martin Park Plygrd	KN1970	00/01	63,500	62,570
4976 San Elijo Ada - Park Trail	KN1976	00/01	40,000	40,000
4977 San Dieguito Acc-Picnic	KN1977	00/01	35,000	35,000
4978 Los Penasq Ada -pk Trail	KN1978	00/01	30,000	30,000
4964 Fallbrook Sports Park	KN1979	00/01	635,000	630,299
4987 Ramona Comm Campus	KA2987	01/02	160,000	159,945
4955 Agua Caliente Park Impr	KN2955	01/02	1,100,000	1,100,000
4956 El Monte Playground	KN2956	01/02	300,000	299,256
4957 Flinn Springs Pic Impr	KN2957	01/02	250,000	247,828
4958 Lake Jennings Imprv	KN2958	01/02	185,000	182,564
4960 Lake Morena Park Equip	KN2960	01/02	350,000	349,566
4961 Lindo Lake Park Light	KN2961	01/02	80,000	80,000
4962 Stelzer Park Playground	KN2962	01/02	170,000	168,936
4963 W. Heise Playground Res	KN2963	01/02	250,000	249,506
4968 Cactus Pk Sports Field	KN2968	01/02	110,000	110,000
4969 Pine Valley Ballfield	KN2969	01/02	15,000	15,000
4587 Spring Villy Tran Ctr	KH0071	95/96	1,092,486	824,644
4696 Fallbrook Comm Rstr	KN1313	95/96	911,257	2,009
4836 Heritage Pk Pkng Lot	KN2104	95/96	288,400	12,550
4872 Swtwr Lakeview	KN3106	95/96	2,471,283	526,718
4674 Comm Svcs Dist Jpa	KN5018	95/96	540,350	22,366
4823 San Elijo L Visitors	KN5023	95/96	160,280	4,301
4619 Heritage Pk Bandstdn	KN6019	95/96	15,000	14,700
4790 Guajome Restor	KN7915	95/96	1,715,300	25,906



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4733 Old Ironside Park	KN7012	96/97	474,000	5,519
4741 Otay Lake Park Resto	KN7022	96/97	2,489,774	1,034,539
4706 Lindo Lake Pkng Lot	KN7024	96/97	210,000	1,763
4813 Jess Martin Park	KN8013	97/98	70,150	5,864
4815 Guajome Sportfield	KN8015	97/98	265,000	211,198
4817 Guajome Adobe Impv	KN8017	97/98	221,381	93,792
4845 Oakoasis Log House Rest	KN8045	97/98	100,000	47,905
4536 Spg Vly Transit Ctr	KA0071	98/99	50,000	22,281
4540 Wastesite Land Acq	KA8950	98/99	8,238,400	6,598,039
4545 Mult Species Con Prg	KA9500	98/99	13,657,250	2,703,990
4546 TJ River Valley Acq	KA9730	98/99	13,059,339	4,681,529
4783 Julian Skateboard Pk	KN0783	98/99	125,000	108,721
4916 Rainbow Park Phase I	KN9016	98/99	1,558,000	1,435,996
4920 TJR/Effie Mae Farm	KN9020	98/99	126,629	82,287
4921 Vlcn Mt Rest/ERSN	KN9021	98/99	17,000	5,669
4931 Swtwtr-Morrison Pond	KN9031	98/99	237,750	24,772
4932 Collier Pk Fac Dsgn	KN9032	98/99	736,250	636,804
4936 Louis Stelzer Pavil	KN9036	98/99	60,000	4,913
4908 Wilderness Gdn Well	KN9554	98/99	15,000	14,730
4549 Vlcn Mtrsrer VI Acq	KA0549	99/00	744,081	923
4550 Oty Vly Reg Pk II Aq	KA0550	99/00	5,620,645	5,310,129
4551 Escondido Creek Acq	KA0551	99/00	2,260,000	1,530,479
4792 Vly Ctr Lib Land Acq	KA9023	99/00	245,000	2,378
4851 Cardiff Lib Land Acq	KA9542	99/00	989,000	50,341
4865 Spring Vly Gym	KK0865	99/00	1,837,250	1,497,074
4880 Spring Vly Teen Ctr	KK0880	99/00	320,000	239,393
4982 Otay Valley Reg Park	KN0550	99/00	700,000	656,247
4747 Sweetwater Grade PH4	KN0747	99/00	795,000	22,279
4754 Lamar Park Develop	KN0754	99/00	904,015	849,856
4786 Lincoln Acres Park	KN0786	99/00	157,180	64,057
4787 Cottonwood III Park	KN0787	99/00	793,605	664,537
4788 Fam Friendly Restrtrm	KN0788	99/00	1,907,665	15,280



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4867 Agua Caliente Pk Rst	KN0867	99/00	329,339	275,027
4868 Collier Pk Wlk Wlk/P	KN0868	99/00	273,520	70,121
4870 Pine Vly Bskt/Tennis	KN0870	99/00	407,418	395,760
4871 So Bay Bio Area Enhc	KN0871	99/00	150,000	118,477
4873 TJ Rvr Vly Sports Pk	KN0873	99/00	1,748,950	1,614,514
4877 VlcN Mtn Pserv Trail	KN0877	99/00	23,210	23,210
4878 Wh Heise Pk Trail Im	KN0878	99/00	16,544	13,956
4884 Lakeside Teen Center	KN0884	99/00	225,000	213,002
4563 Fallbrk Comm Ctr Ply	KN1533	99/00	211,000	189,402
4561 Jul Jess Mar Com Ctr	KN1561	99/00	230,000	187,060
4555 Lindo Lk Paviln Recn	KN1884	99/00	130,000	261
4885 Sv Comm Ctr Ply Impr	KN1885	99/00	225,000	168,400
4886 Julian Mem Pk Imprv	KN1886	99/00	50,000	48,968
Total—Land Use & Environment			\$ 79,497,154	\$ 42,452,026

Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4709 No Cty Animal Shelter	KK1709	00/01	\$ 5,175,339	\$ 5,124,175
4953 Valley Center Museum	KK1953	00/01	250,000	166,419
4567 Campo Library Design	KL1600	00/01	342,742	319,520
4974 Fallbrook Library	KL1974	00/01	160,000	132,093
4966 NCAS Fire Sprinklers	KK2966	01/02	136,165	136,165
4967 SCAS Fire Sprinklers	KK2967	01/02	122,551	122,551
4981 Julian Sh Use Library	KL2981	01/02	297,620	229,438
4983 Alpine Library	KL2983	01/02	55,000	42,886



Outstanding Capital Projects By Group/Agency

Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4869 Unground Storage Tnk	KK6100	95/96	2,887,750	50,213
4539 CAC Trolley Land	KA8764	97/98	1,270,000	289,782
4922 Rancho SD Library	KL9022	98/99	5,154,800	1,583,529
4923 Valley Ctr Library	KL9023	98/99	4,421,280	2,907,140
4753 Bonita Libr-Constr	KL9540	98/99	2,417,500	2,404,870
4778 Cardiff Library	KL9542	98/99	1,744,500	1,492,711
4756 Encinitas Libr-Const	KL9543	98/99	250,000	250,000
4757 Protrero Library-Rep	KL9544	98/99	466,258	2,799
4882 Spring Vly Library	KL7020	99/00	3,090,217	2,600,337
Total—Community Services			\$ 28,241,722	\$ 17,854,628

Finance & General Government Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4710 El Cajon ARRC Bldg Acq	KA1710	00/01	\$ 739,000	\$ 3,940
4662 Vista Reg Ctr ARCC	KK1662	00/01	2,000,000	2,000,000
4711 El Caj ARCC Bldg Imp	KK1710	00/01	356,000	11,169
4723 Assrs Pub Info Ctr	KK6109	95/96	1,333,207	14,331
4801 Cac Renovation	KK8025	97/98	6,105,990	155,263
4681 BS Chamber Modify	KK0681	98/99	84,336	84,336
4682 CAC Ramp Access West	KK0682	98/99	20,654	20,654
4883 So Bay Reg Ctr ARCC	KK0883	99/00	2,136,000	792,358
Total—Finance & General Government			\$ 12,775,187	\$ 3,082,051

Total Outstanding Capital Projects

	Total Appropriations	Remaining Balance
Total—Outstanding Capital Projects	\$ 328,120,748	\$ 139,814,651

Finance-Other

Finance-Other

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Finance-Other Summary
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Finance-Other



Description

This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. In Fiscal Year 2002–03, the estimate reflects total borrowing needs of \$135 million for Tax and Revenue Anticipation Notes (TRANS) at an interest rate of approximately 3%. The cost of the TRANS borrowing is \$3 million. Additionally, these appropriations include \$1.1 million for \$63.9 million Teeter Borrowing Program, for a total borrowing cost of \$4.1 million. The budgeted cost of \$7.6 million reflects the higher interest rates anticipated at the time of budget adoption.

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 proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each year. Applications for funding are submitted to the Board of Supervisors by March 1 preceding the new fiscal year, with approval of projects given through the budget adoption process.

Community Projects

The Community Projects program provides funds to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding source is fund balance and the proposed appropriation is consistent with amounts available for this program in prior years. Future funding will be contingent on the availability of fund balance. Recommendations for project funding are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided 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 2002–03 and 2003–04. 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 Countywide appropriation and revenue shortfalls.

Contributions to Capital Outlay

These appropriations represent the General Fund cost for the Capital Program. The bulk of the cost is for debt service payments on completed projects. One new project, the Jess



Martin Park Sportsfield, is funded from the General Fund. The decrease in appropriations from Fiscal Year 2001-02 to Fiscal Year 2002-03 is due to one-time funds being set aside in Fiscal Year 2001-02 for extinguishing debt. 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 Countywide component of the IT outsourcing contract.
- Countywide General Reserve enhancement.
- Property Tax System replacement fund enhancement.

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 multi-year period as part of the rate structure. During Fiscal Year 2001-

02 a new actuarial study revised the reserve requirement from \$47.5 million to \$72 million. As of June 30, 2002 the County had \$28.0 million in the Workers' Compensation reserve. The Operational Plan includes \$4 million in each year for augmenting the reserve. The County plans to add \$4 million each year thereafter until the total reserve requirement is met.

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 2000–01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability 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 during Fiscal Year 2000-01, that set the reserve amount target at \$18.1 million. The current reserve is prudently \$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 2002 bonds in the amount of \$285.9 million were outstanding. These appropriations support bond principal and interest payments as well as administrative expenses.

Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Cash Borrowing Program	\$ 7,625,000	\$ 5,494,905	\$ 7,625,000	\$ 7,625,000
Community Enhancement	3,330,000	3,310,000	3,470,000	3,330,000
Community Projects & Services	9,870,000	7,916,953	10,000,000	10,000,000
Contribution to County Library	2,400,000	2,500,000	2,400,000	2,400,000
Contingency Reserve General Fund	11,000,000	—	11,000,000	11,000,000
Contributions to Capital Outlay Fund	79,680,352	87,773,240	59,761,950	57,516,967
Countywide General Expense	34,599,216	12,491,841	45,163,399	30,105,399
Employee Benefits ISF	25,702,723	34,989,236	27,882,905	29,386,068
Local Agency Formation Commission	202,346	199,489	199,694	199,694
Public Liability Insurance ISF	13,004,129	12,562,807	10,311,954	10,311,954
Pension Obligation Bonds Payments	53,757,981	53,756,530	61,452,504	69,275,130
Total	\$ 241,171,747	\$ 220,995,002	\$ 239,267,406	\$ 231,150,212

Appendix

Appendix

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Appropriations by Fund
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Glossary of Budget Terms
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Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
General Fund	\$ 2,515,757,524	\$ 2,402,119,262	\$ 2,668,447,704	\$ 2,647,205,814
Air Pollution Control District	17,580,000	21,775,799	19,434,773	19,859,644
County Proprietary Enterprise Funds	54,192,396	34,144,222	25,340,992	18,476,603
County Proprietary Internal Service Funds	371,424,723	330,152,874	330,710,897	321,815,307
County Service Areas	9,448,758	9,518,409	10,144,643	10,143,143
Miscellaneous Local Agencies	3,903,236	2,645,543	5,070,383	5,143,278
Miscellaneous Special Districts	10,898,269	5,760,801	10,489,001	9,610,118
Permanent Road Divisions	2,233,919	906,834	3,308,095	1,865,655
Sanitation Districts	28,345,074	13,524,851	25,405,282	19,035,548
Special Revenue Funds	753,721,693	799,147,165	825,924,457	854,091,856
Total	\$ 3,767,505,592	\$ 3,619,695,759	\$ 3,924,276,227	\$ 3,907,246,966

Appropriations by Fund



County Funds by Group

Public Safety Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Public Safety Group General Fund	\$ 767,349,184	\$ 774,651,620	\$ 808,472,513	\$ 835,701,269
Sheriff Asset Forfeiture Program	755,000	980,008	1,600,000	1,600,000
District Atty Asset Forfeiture Program - Fed	51,708	5,000	—	—
District Atty Asset Forfeiture - State	1,858	270,000	—	—
Probation Asset Forfeiture Program	50,000	60,257	180,000	180,000
Sheriff Inmate Welfare	6,888,900	4,386,045	6,309,779	6,310,319
Probation Inmate Welfare	331,000	270,912	341,500	341,500
Public Safety (Prop 172) Spec. Rev.	181,563,768	190,059,050	200,517,822	194,406,990
Jail Stores Internal Service Fund	2,246,300	2,227,123	2,420,900	2,420,900
CSA 135 Regional 800 MHZ Radio System	1,611,941	3,489,996	1,611,941	1,611,941
CSA 135 Del Mar 800 MHZ Zone B	44,442	44,442	44,442	44,442
CSA 135 Poway 800 MHZ Zone F	149,257	130,826	149,257	149,257
CSA 135 Solana Beach 800 MHZ Zone H	67,383	41,321	67,383	67,383
Total	\$ 961,110,741	\$ 976,616,600	\$ 1,021,715,537	\$ 1,042,834,001



Appropriations by Fund

Health and Human Services Agency

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Health and Human Services Agency General Fund	\$ 1,340,568,942	\$ 1,272,087,543	\$ 1,415,355,224	\$ 1,409,758,308
Social Services Realignment	95,327,100	79,173,329	100,614,906	99,285,634
Mental Health Realignment	77,958,100	81,299,450	82,641,750	84,735,164
Health Realignment	90,181,000	88,056,139	97,876,208	92,783,970
Tobacco Securitization Special Revenue	—	27,261,272	29,400,000	29,400,000
CSA 17 San Dieguito Ambulance	1,542,583	1,431,404	1,575,589	1,575,589
CSA 69 Heartland Paramedic	2,368,359	2,190,198	2,500,721	2,500,721
Total	\$ 1,607,946,084	\$ 1,551,499,335	\$ 1,729,964,398	\$ 1,720,039,386

Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Land Use and Environment Group General Fund	\$ 84,716,999	\$ 73,597,989	\$ 88,577,800	\$ 89,077,681
Grazing Lands	30,000	30,000	25,000	—
Co Fish & Game Propagation	39,500	24,296	39,500	39,500
Special Aviation	4,618,209	502,264	4,618,209	423,500
Special Aviation Debt Service	—	336,989	—	—
Parkland Ded Area 4 - Lincoln Acres	1,607	1,000	1,607	1,607
Parkland Ded Area 15 - Sweetwater	29,389	5,457	21,095	21,095
Parkland Ded Area 16 - Otay	2,219	2,000	1,109	1,109
Parkland Ded Area 19 - Jamul	473,467	1,500	323,134	323,134
Parkland Ded Area 20 - Spring Valley	547,700	273,557	373,850	373,850
Parkland Ded Area 25 - Lakeside	606,028	36,512	413,014	413,014
Parkland Ded Area 26 - Crest	192,413	2,266	124,206	124,206
Parkland Ded Area 27 - Alpine	310,024	361,802	171,012	171,012
Parkland Ded Area 28 - Ramona	145,249	165,616	152,625	152,625

Appropriations by Fund



Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Parkland Ded Area 29 - Escondido	383,176	5,057	241,588	241,588
Parkland Ded Area 30 - San Marcos	209,887	1,000	104,944	104,944
Parkland Ded Area 31 - San Dieguito	1,650,093	18,167	1,400,047	1,400,047
Parkland Ded Area 32 - Carlsbad	23,792	1,000	15,896	15,896
Parkland Ded Area 35 - Fallbrook	632,586	205,079	396,293	396,293
Parkland Ded Area 36 - Bonsall	158,116	455,832	99,058	99,058
Parkland Ded Area 37 - Vista	90,730	1,500	111,365	111,365
Parkland Ded Area 38 - Valley Center	266,438	439,929	197,219	197,219
Parkland Ded Area 39 - Pauma Valley	155,602	1,500	97,801	97,801
Parkland Ded Area 40 - Palomar - Julian	71,353	7,800	50,677	50,677
Parkland Ded Area 41 - Mountain Empire	95,095	9,074	52,548	52,548
Parkland Ded Area 42 - Anza - Borrego	14,400	1,500	12,400	12,400
Parkland Ded Area 43 - Central Mountain	81,844	1,500	50,922	50,922
Parkland Ded Area 44 - Oceanside	7,200	1,000	4,400	4,400
Parkland Ded Area 45 - Valle de Oro	301,070	48,388	215,535	215,535
Parkland Dedication Fund Interest	1,025,204	152,098	712,602	712,602
Road Fund	96,859,650	91,374,596	93,500,794	135,097,293
Survey Monument Preservation Fund	250,000	250,000	225,000	225,000
Inactive Waste Site Management	11,707,835	12,142,832	12,690,939	12,105,721



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Hillsborough Landfill Maintenance	306,200	181,244	298,567	298,567
Duck Pond Landfill Cleanup	250,000	76,620	127,000	127,000
Airport Enterprise Fund	30,543,342	13,072,776	20,376,170	12,582,424
Liquid Waste Enterprise Fund	5,165,723	3,920,576	4,964,822	5,894,179
Transit Enterprise Fund	18,483,331	17,150,870	—	—
DPW Equipment Internal Svc Fund	3,015,040	2,451,553	2,713,820	2,713,820
DPW ISF - Equipment Acq - Road Fund	8,225,024	3,938,970	5,923,970	5,473,970
DPW ISF - Equipment Acq - Inactive Waste	180,640	104,125	202,465	202,465
DPW ISF - Equipment Acq - LTF/CPL	27,000	11,245	2,300	2,300
DPW ISF - Equipment Acq - Airport Ent	137,500	25,746	115,388	115,388
DPW ISF - Equipment Acq - Liquid Waste	187,300	346,052	551,128	551,128
DPW ISF - Materials / Supply Inventory	1,206,100	756,000	—	—
Air Pollution Control Dist-Operations	13,980,000	13,861,984	16,373,069	16,709,644
APCD Air Quality Improvement Trust	3,600,000	6,488,479	3,061,704	3,150,000
Air Quality State Moyer Program	—	472,260	—	—
Air Quality School Bus Program	—	953,076	—	—
CSA 136 Sundance Detention Basin	31,838	11,673	55,994	55,994
CSA 122 Otay Mesa East	96,794	13,360	94,545	94,545
CSA 107 Elfin Forest Fire District	140,836	156,677	207,221	207,221
CSA 107 Elfin Forest Fire Mitigation Fee	14,603	11,282	8,736	8,736
CSA 109 Mt Laguna Fire / Medical	44,469	39,026	40,610	40,610

Appropriations by Fund



Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CSA 109 Mt Laguna Fire Mitigation Fee	1,292	—	—	—
CSA 110 Mount Palomar Fire / Medical	50,261	16,333	65,279	65,279
CSA 111 Boulevard Fire District	62,362	38,149	42,746	42,746
CSA 111 Boulevard Fire Mitigation Fee	17,511	—	—	—
CSA 112 Campo Fire District	23,942	20,177	18,101	18,101
CSA 113 San Pasqual Fire District	72,074	88,745	77,750	77,750
CSA 113 San Pasqual Fire Mitigation Fee	—	13,871	—	—
CSA 115 Pepper Drive Fire District	184,476	184,199	193,460	193,460
CSA 26 Cottonwood Village Zone A	166,009	106,037	165,539	165,539
CSA 26 Monte Vista Zone B	205,155	98,000	252,450	252,450
CSA 26 Rancho San Diego	323,248	231,774	386,776	386,776
CSA 81 Fallbrook Local Park	188,657	99,833	167,631	167,631
CSA 83 San Dieguito Local Park	1,125,833	239,732	1,397,654	1,397,654
CSA 128 San Miguel Park Dist	908,517	816,483	1,015,194	1,015,194
CSA 86 Watson Place	3,736	2,982	4,124	4,124
CSA 121 Bonita Sewer	3,180	1,889	1,500	—
San Diego Co Flood Control Dist	5,786,542	3,215,818	6,981,554	5,958,394
Wintergardens Sewer Maintenance Dist	2,726,827	1,035,773	1,696,002	1,724,124
East Otay Mesa Sewer Maint Dist	455,000	—	10,445	105,000
San Diego Co Lighting Maint Dist 1	1,929,900	1,509,210	1,801,000	1,822,600
PRD 6 Pauma Valley	41,155	4,245	41,720	41,720
PRD 8 Magee Road - Pala	44,664	4,605	21,876	21,876
PRD 9 Santa Fe Zone B	17,873	10,139	13,174	13,174



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
PRD 10 Davis Drive	5,278	2,916	5,813	5,813
PRD 11 Bernardo Road Zone A	26,583	15,252	6,476	6,476
PRD 11 Bernardo Road Zone C	4,506	3,255	4,872	4,872
PRD 11 Bernardo Road Zone D	18,594	8,512	3,526	3,526
PRD 12 Lomair	10,902	3,771	91,848	49,505
PRD 13 Pala Mesa Zone A	73,861	7,992	35,814	35,814
PRD 13 Stewart Canyon Zone B	13,051	2,837	17,176	17,176
PRD 14 Rancho Diego	4,662	4,125	16,695	16,695
PRD 16 Wynola	23,931	17,525	117,682	19,272
PRD 18 Harrison Park	45,887	12,082	51,813	51,813
PRD 20 Daily Road	142,270	56,403	206,118	206,118
PRD 21 Pauma Heights	185,881	59,412	296,748	72,080
PRD 22 West Dougherty St	4,146	1,932	4,160	4,160
PRD 23 Rock Terrace Road	3,245	1,765	3,770	3,770
PRD 24 Mt Whitney Road	3,674	2,616	5,325	5,325
PRD 30 Royal Oaks / Carroll	4,455	2,065	4,786	4,786
PRD 38 Gay Rio Terrace	9,040	3,031	25,148	9,232
PRD 39 Sunbeam Lane	4,432	2,465	15,308	15,308
PRD 45 Rincon Springs Rd	4,172	1,713	19,409	19,409
PRD 46 Rocosco Road	17,795	23,973	10,934	10,934
PRD 49 Sunset Knolls Road	17,360	6,319	16,401	12,401
PRD 50 Knoll Park Lane	10,856	6,300	4,058	4,058
PRD 53 Knoll Park Lane Extension	26,657	14,931	9,420	9,420
PRD 54 Mount Helix	90,839	5,710	114,182	114,182
PRD 55 Rainbow Crest Rd	77,119	29,444	36,168	36,168
PRD 60 River Drive	14,122	7,274	42,289	35,289
PRD 61 Green Meadow Way	6,534	3,277	12,575	12,575
PRD 63 Hillview Road	14,867	3,536	16,668	16,668
PRD 64 Lila Lane	7,069	5,383	4,568	4,568
PRD 70 El Camino Corto	12,838	7,551	9,114	9,114
PRD 75 Gay Rio Dr Zone A	8,215	3,174	26,765	26,765

Appropriations by Fund



Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
PRD 75 Gay Rio Dr Zone B	34,490	8,487	39,364	39,364
PRD 76 Kingsford Court	7,935	2,979	14,989	14,989
PRD 77 Montiel Truck Trail	63,192	24,625	25,701	25,701
PRD 78 Gardena Way	8,320	2,607	6,857	6,857
PRD 80 Harris Truck Trail	16,415	2,657	14,189	14,189
PRD 88 East Fifth St	6,706	6,155	9,265	9,265
PRD 90 South Cordoba	20,244	7,832	7,048	7,048
PRD 94 Roble Grande Road	57,168	32,352	36,884	26,884
PRD 95 Valle Del Sol	23,726	18,472	15,575	15,575
PRD 99 Via Allondra / Via Del Corvo	11,935	4,548	29,428	8,872
PRD 100 Viejas Lane View	12,475	8,092	7,505	7,505
PRD 101 Johnson Lake Rd	10,870	2,822	13,668	13,668
PRD 101 Hi-Ridge Rd Zone A	6,008	2,336	6,671	6,671
PRD 102 Mountain Meadow	125,909	63,861	82,565	107,251
PRD 103 Alto Drive	17,300	4,639	17,400	17,400
PRD 104 Artesian Rd	54,190	3,004	52,180	52,180
PRD 104 Artesian Trail Zone A	20,925	16,845	5,629	5,629
PRD 105 Alta Loma Dr	13,707	5,095	11,732	11,732
PRD 105 Alta Loma Dr Zone A	13,951	4,264	12,367	12,367
PRD 106 Garrison Way Et Al	72,826	29,521	20,060	14,660
PRD 117 Legend Rock	184,320	21,378	50,640	5,580
PRD 123 Mizpah Lane	11,861	7,322	11,138	11,138
PRD 125 Wrightwood Road	22,028	13,798	9,000	9,000
PRD 126 Sandhurst Way	13,779	11,668	5,592	5,592
PRD 127 Singing Trails Drive	15,137	7,261	11,200	11,200
PRD 129 Birch Street	17,570	14,522	6,420	6,420
PRD 130 Wilkes Road	48,856	8,300	79,808	79,808
PRD 130 Sierra Rojo Zone A	10,016	8,923	—	—
PRD 131 Marlynn Court	4,251	1,878	6,277	—
PRD 133 Ranch Creek Road	7,802	2,787	9,499	8,134
PRD 134 Kenora Lane	10,452	3,231	10,400	10,400
PRD 1001 Capra Way	36,519	19,780	16,372	14,455



Appropriations by Fund

Land Use & Environment Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
PRD 1002 Sunny Acres	5,922	5,786	7,767	6,702
PRD 1003 Alamo Way	10,768	10,768	18,920	11,520
PRD 1004 Butterfly Lane	9,474	9,147	15,508	9,362
PRD 1005 Eden Valley Lane	29,295	25,238	37,401	37,401
PRD 1006 North View Lane	—	(5)	—	—
PRD 1007 Tumble Creek	47,205	25,624	33,914	18,000
PRD 1008 Canter	118,625	90,430	26,701	25,964
PRD 1009 Golf Drive	35,214	22,278	8,379	7,984
PRD 1010 Alpine High	—	—	682,521	140,728
PRD 1011 La Cuesta	—	—	89,438	20,922
PRD 1012 Millar Road	—	—	429,724	87,476
Alpine Sanitation - Maint and Oper	2,658,066	972,477	3,757,828	1,382,223
Alpine San - Debt Service 1970A	27,916	27,344	—	—
Julian Sanitation - Maint and Oper	614,336	167,704	596,251	214,408
Julian Sanitation Debt Service Note	4,623	4,622	4,623	4,623
Lakeside Sanitation - Maint and Oper	7,402,071	3,858,406	6,151,916	7,166,931
Pine Valley Sanitation - Maint & Oper	96,557	76,219	79,946	82,681
Spring Valley Sanitation - Maint and Oper	17,518,505	8,404,022	14,791,718	10,161,682
South County Operations Center	23,000	14,055	23,000	23,000
Total	\$ 336,146,130	\$ 266,653,383	\$ 303,130,280	\$ 324,839,658

Appropriations by Fund



Community Services Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Group General Fund	\$ 34,224,195	\$ 33,107,735	\$ 40,572,146	\$ 34,061,560
County Library	24,965,808	24,242,232	26,022,220	26,581,854
HCD - Special Revenue Fund	25,149,449	7,582,760	31,475,434	31,475,434
Facilities Management Internal Svc Fund	70,000,698	51,828,290	57,383,633	58,774,693
Major Maintenance Internal Svc Fund	15,663,616	23,073,907	18,000,000	10,000,000
Fleet Services Internal Service Fund	9,292,183	8,812,651	9,375,955	9,632,693
Fleet ISF - Equipment Acq. - General	20,869,281	21,180,737	20,198,173	18,315,773
Fleet ISF Materials / Supply Inventory	6,138,137	5,070,300	6,139,148	6,139,148
Fleet ISF - Accident Repair	75,000	127,168	75,000	75,000
Fleet ISF - Accidents - Sheriff	75,000	171,978	75,000	75,000
Document Services Internal Svc Fund	11,434,707	10,070,793	12,183,581	11,929,928
Purchasing Stores Internal Svc Fund	9,718,094	5,146,341	10,361,396	10,715,974
Purchasing ISF - Buyouts	36,000,000	31,898,655	28,000,000	28,840,000
Purchasing ISF - RCPO's	1,700,000	1,073,827	800,000	824,000
Co Redev Agy - Gillespie Fld- Special DS	497,952	420,000	744,975	896,070
Co Redev Agy - Gillespie Fld- Tax Alloc DS	420,275	420,275	493,537	495,520
Co Redev Agy - Upper SD River - DS	—	—	100,000	100,000
Co Redev Agy - Gillespie Fld - Reserve DS	19,000	19,000	25,000	27,000
Co Redev Agy - Gillespie Fld - Principal DS	115,000	115,000	135,000	140,000
Co Redev Agy - Gillespie Fld - Interest DS	305,275	305,275	312,178	305,520
Co Redev Agy - Gillespie Fld - Airport Fd DS	59,403	—	45,600	47,600



Appropriations by Fund

Community Services Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Co Redev Agy - Gillespie Fld-Capital	1,497,428	913,850	1,253,145	1,213,480
Co Redev Agy - Upper SD River - Capital	521,803	425,143	1,303,676	1,303,676
Co Redev Agy - Gillespie Fld - Imprv Cap	—	—	3,882	3,882
Co Redev Agy - Gillespie Housing Capital	339,900	—	500,000	457,140
Co Redev Agy - Upper SD River Housg Cap	100,200	—	127,140	127,140
Total	\$ 269,182,404	\$ 226,005,917	\$ 265,705,819	\$ 252,558,085

Finance and General Government Group

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Finance and General Government Group General Fund	\$ 140,191,290	\$ 128,987,945	\$ 175,849,978	\$ 156,429,936
CATV Cable TV - Media / Public Relations	2,193,590	1,899,800	2,163,879	2,239,260
CATV - Interest	187,500	40,000	—	—
Information Technology Internal Svc Fund	136,526,251	114,285,370	117,994,181	115,315,105
Total	\$ 279,098,631	\$ 245,213,114	\$ 296,008,038	\$ 273,984,301

Capital

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Capital Outlay Fund	\$ 43,429,251	\$ 60,066,076	\$ 41,975,928	\$ 31,321,256
County Health Complex COF	2,946,479	3,848,047	2,558,604	2,558,604
Justice Facility Const COF	25,644,125	61,384,058	22,689,771	22,664,713
COF - Library Projects	608,000	7,214,754	718,696	—
Edgemoor Development Fund	195,000	172,472	515,500	5,270,500
Total	\$ 72,822,855	\$ 132,685,406	\$ 68,458,499	\$ 61,815,073

Appropriations by Fund



Finance Other

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Finance Other General Fund	\$ 148,706,914	\$ 119,686,429	\$ 139,620,043	\$ 122,177,060
Pension Obligation Bonds	53,757,981	53,756,530	61,452,504	69,275,130
Employee Benefits Internal Svc Fund	25,702,723	34,989,236	27,882,905	29,386,068
Public Liability Insurance Internal Svc Fd	13,004,129	12,562,807	10,311,954	10,311,954
CSA 4 Majestic Pines Debt Service	27,000	27,000	26,250	26,250
Total	\$ 241,198,747	\$ 221,022,002	\$ 239,293,656	\$ 231,176,462

Glossary of Budget Terms



ABC: Activity-Based Costing.

ACAO: Assistant Chief Administrative Officer of the County.

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. To be in conformance with generally accepted accounting principles, local governments must use the accrual basis of accounting.

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC): Costs based on activities rather than accounts.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

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.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

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 four areas: employees, processes, financial, and customer measures.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000 et. al.

BIT: Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Board of Supervisors (BOS): The five-member, elected governing body of the County.

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.



BOS: Board of Supervisors.

BPR: Business Process Reengineering.

BSC: Balanced Scorecard.

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

BuyNet: An on-line internet system that documents solicitation requirements for 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.

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, and lists each project or acquisition.

Capital Improvements Plan (CIP): A five-year list of planned capital projects, developed by the Department of General Services.

Capital Outlay Fund (COF): A Capital Projects Fund for projects that are not included in the County Health Complex, Criminal Justice Facilities, Library Projects, or Edgemoor Development 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.

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 *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/Project Management Review. Review of contracts/programs prior to initiation and after implementation.

CDBG: Community Development Block Grant. A federal grant administered by the County for improvements in a community that has been designated a blight area.

CFO: Chief Financial Officer of the County.

CHDP: Child Health Disability Prevention. A federal program that performs preventive 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. This report, prepared by the Auditor and Controller and usually referred to by its abbreviation, 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; and an operating statement that compares revenues with expenditures.

Contingency Reserve: Appropriations set aside to meet unforeseen circumstances.

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 overriding objective being to streamline processes in the pursuance of continuous customer satisfaction.

Contract Business Plan Review/Project Management Review: see CBPR/PMR

CSC: Civil Service Commission. A department in the Finance and General Government Group.

CTN: County Television Network—the County’s television station which broadcasts 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.

DCAO: Deputy Chief Administrative Officer; generally the head of a County Agency or Group.

DDSL: Discretionary Programs/Discretionary Service Level.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

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 to encourage employees to suggest ways to 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): Programs which the County voluntarily operates, without mandated service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL): 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: Appropriation 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; 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 may 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 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: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2088 staff hours (occasionally 2080 or 2096 staff hours). Two workers, each working half that number of hours, together equal one full-time equivalent or one staff year. County Salary and Benefit costs are based on the number of staff-years required to provide a service.

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 (July 1 – June 30).

GAAP: Generally Accepted Accounting Principles. See *Accounting Standards*.

GASB: Governmental Accounting Standards Board. See *Accounting Standards*.

General Fund: The major fund in most governmental units, accounting for all activities not accounted for in other funds. Most County functions—such as public safety or health and human services—are accounted for in the General Fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.



General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group.

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 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): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GIS: Geographical Information System.

GM: General Manager.

GMS: General Management System.

Governmental Accounting Standards Board (GASB): The body that sets accounting standards specifically for state and local governments.

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.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments.

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 addressing the needs of housing for low income families.

HRMS: Human Resource Management System.

HUD: Housing and Urban Development, Department of

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 Fund (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 Fund.

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 organizational units, such as departments. The term line- item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure (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 governments 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): Programs that are required by law, but the level of service is optional. An example is the General Relief program. The County is mandated to provide a General Relief program, but the Board sets the aid payment rate and has total freedom of choice in deciding how the 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): Programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; the 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.

Management Reserves: Appropriations set aside at the Group or department level for unanticipated needs or planned future one-time expenses.

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 & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR: Optical Character Recognition.

Operational Incentive Plan (OIP): Executive goal-setting plan aligned with the CAO's and BOS's annual goals.

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 throughout the fiscal year as spending priorities shift.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is prepared to facilitate the Board of Supervisors decision making process, and to report the decisions made.



Organizational Development (OD): Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity.

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 of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: Parkland Dedication Ordinance.

PM: Performance Management.

PMR: Project Management Review.

Position: An approved job for a person or persons working full-time or part-time, usually listed in terms of a specific classification.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Public Hearings: Open Board of Supervisors meetings that provide citizens an opportunity to voice their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

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.

RPTT: 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.

SanGIS: San Diego Geographic Information System. A JPA program in the Land Use & Environment Group.

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 automated infrastructure management system for 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: One Full-time equivalent (FTE).

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.

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 part of a particular goal.

Strategic Intent: High level objectives, purposes, aims that direct actions and 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 Intents; identifying the initiatives; and 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 five agency/groups.

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 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 (AFDC).

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.

VLF: Vehicle License Fees.