

# County of San Diego

## CAO Proposed Operational Plan Fiscal Years 2006-2007 & 2007-2008

Walter F. Ekard  
Chief Administrative Officer

Donald F. Steuer  
Chief Financial Officer



### Board of Supervisors

First District	Greg Cox
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Third District	Pam Slater-Price
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2005**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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# County of San Diego

## County of San Diego

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# Board of Supervisors

Bill Horn  
District 5  
Chair



Ron Roberts  
District 4  
Vice Chair



Greg Cox District 1



Dianne Jacob District 2



Pam Slater-Price District 3



## Message from the Chief Administrative Officer

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As Chief Administrative Officer for the County of San Diego, I am pleased to submit this proposed Operational Plan for Fiscal Years 2006-2008 to the Board of Supervisors and residents of San Diego County.

The budget recommendations contained in this document will allow our organization to build on our past achievements and existing strengths to meet the current and future needs of San Diego County residents. For our organization, this document is a blueprint that we will use to meet the policy goals of the Board of Supervisors, while continually striving for excellence and adhering to the fiscal and business disciplines that have been the hallmark of San Diego County government since 1998 -- when the Board of Supervisors adopted the General Management System.

This budget will continue to focus County resources on our key priorities, which are to improve opportunities for kids, preserve and protect the environment, and promote safe and livable communities. As an organization, we know what our priorities are; we have a plan to achieve them and we have systems in place to measure our progress and hold us accountable.

As citizens have come to expect from the County of San Diego, this Operational Plan again requires that we live within our means. It is structurally-balanced with prudent reserves and funds budgeted to maintain the public's infrastructure. And, even though our commitment to these management disciplines will probably not make news, we know that it is our day-to-day adherence to these disciplines that makes it possible for us to continue to offer innovative, award-winning services to the residents of San Diego County.

This budget anticipates modest growth in County revenues, due to improvement in the State and local economy. This proposed spending plan totals \$4.33 billion for Fiscal Year 2006-07, which is an increase of 3.4% over Fiscal Year 2005-06. In keeping with our commitment to manage the public's business responsibly, funds are included in this budget to increase the County's contingency reserve, cash finance a new facility that will allow the Medical Examiner and County Veterinarian to serve our growing region, and to fund several park development and open space acquisitions.

During the past year, we laid the foundation for many initiatives that we'll build on in Fiscal Years 2006-2008. As a result of our successful effort last year to re-compete our Information Technology services contract, we'll work with our new IT partner, Northrop Grumman, to offer the public more services on the Web and use IT tools to achieve greater efficiency. We'll also build on last year's successful pilot projects to re-engineer our Public Health Nurses and Land Development units and expand the improvements they developed to other field staff and permitting units.



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Using the new Capital Improvement Needs Assessment process adopted by the Board in 2006, we'll continue to prioritize and plan for the infrastructure needs of our growing region. Last year, we acquired 344 additional acres of open space, opened a new North County Animal Shelter and two new libraries, and continued work on a new Skilled Nursing Facility. During the next two years, we'll complete the projects underway and begin work on the new Medical Examiner facility, two additional libraries and upgrades to the County's Emergency Operations Center. We'll also acquire additional open space and perform maintenance to ensure that the public's facilities are up-to-date and ready to meet current and future needs.

Finally, we will continue to assess and strengthen our region's ability to respond to and recover from emergencies of all types, from an avian flu pandemic to an earthquake or explosion. We will remain focused on improving our region's fire prevention and fire-fighting capabilities by building on the important lessons learned from the 2003 Cedar fire and our recent accomplishments, including the acquisition of two helicopters and the allocation of additional funding to local fire districts. And, because we know that many County services are vital to those who receive them, we will further strengthen our own Business Continuity Plans to ensure that we can mobilize the resources needed to resume essential County services within 12 hours of an emergency or disaster.

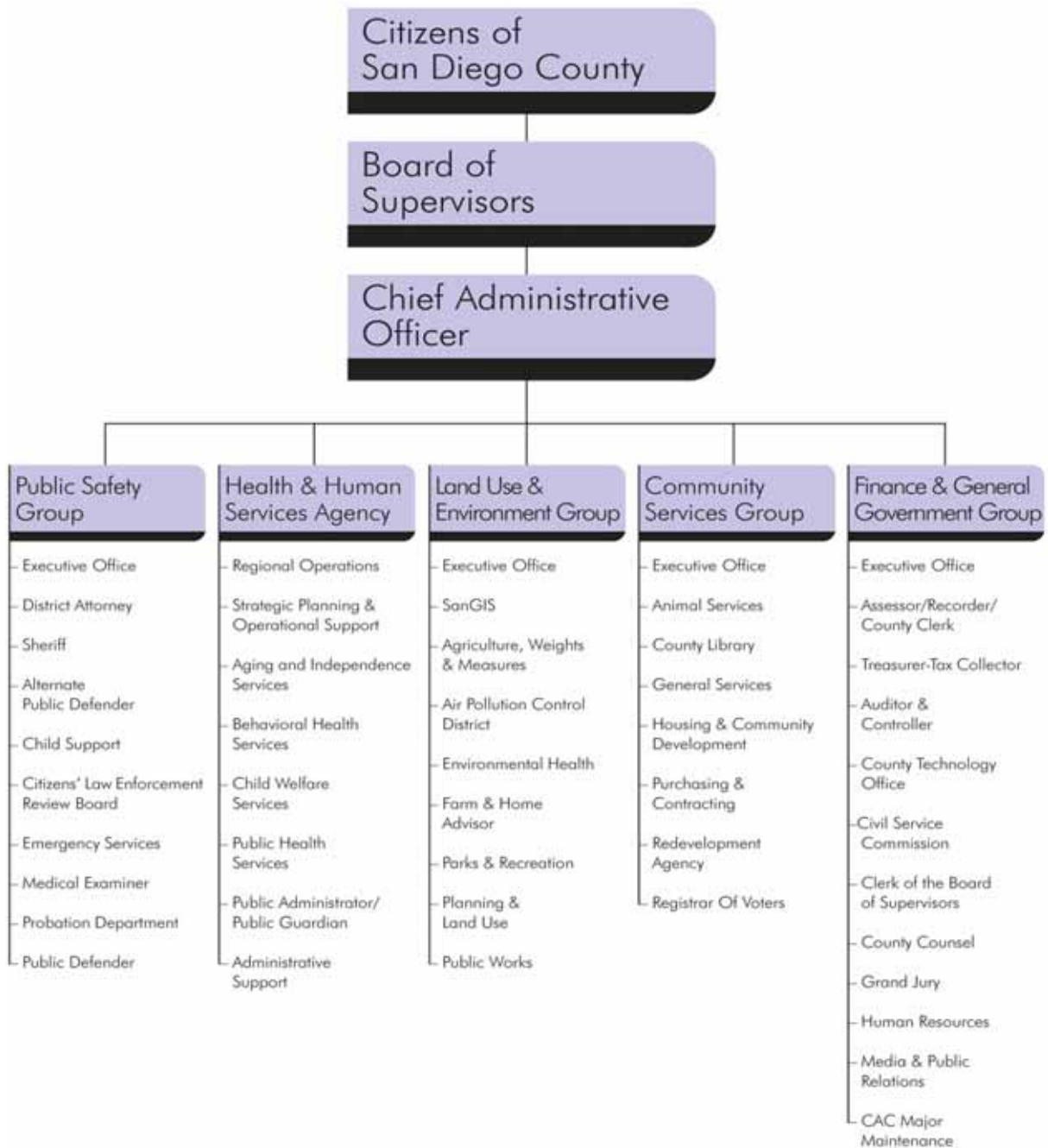
As always, we will continue to diligently represent the interests of San Diego County residents in the many areas where our region is impacted by the decisions of Federal and State law makers. Whether the topic is housing, child support services or protection of our region's valuable agricultural industry, our County is and continues to be challenged by State and Federal budget cuts and uncertainty each year regarding the level of commitment these and other vital programs can expect. Regardless of the challenge, we will continue to work aggressively to protect our revenues as well as to stretch the public's dollars to provide the best services and the best value.

While the coming years are not without challenges, I am confident that our organization is strong and that our team remains committed to maintaining a solvent, responsive and efficient County government that provides superior services to the citizens of San Diego County.

A handwritten signature in black ink, reading "Walter Ekard".

Walter F. Ekard, Chief Administrative Officer

# Organizational Chart



# San Diego County Profile

## County History & Geography

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

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,255 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

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

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

## County Population

San Diego County is the southernmost major metropolitan area in the State of California. The State of California Department of Finance estimates the County's population

to be 3,066,820 as of January 2006, an increase of approximately 0.9% over the revised January 2005 total of 3,039,277. The County of San Diego is the third largest county by population in California. State and County populations continue a recent pattern of reduced annual growth since 2001. The January 2006 data appears below.

City	January 1, 2006
Carlsbad	98,607
Chula Vista	223,423
Coronado	26,248
Del Mar	4,524
El Cajon	96,867
Encinitas	62,815
Escondido	140,766
Imperial Beach	27,563
La Mesa	55,724
Lemon Grove	25,363
National City	63,537
Oceanside	174,925
Poway	50,542
San Diego	1,311,162
San Marcos	76,725
Santee	54,709
Solana Beach	13,327
Vista	94,440
Unincorporated	465,553
Total	3,066,820

The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG). San Diego County's racial and ethnic composition is as diverse as its geography. According to a projection by the State Dept. of Finance (May 2004) San Diego's population breakdown in 2010 will be 46% White; 34% Hispanic; 11% Asian and Pacific Islander; 6% Black; and 3% all other groups.



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### Governmental Structure

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 Groups/Agencies, that are headed by General Managers [Deputy Chief Administrative Officers (DCAOs)], 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) and the Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

Sources: SANDAG - San Diego's Regional Planning Agency and the California Department of Finance.



# Excellence in Governing

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## 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.

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## Recognitions of Excellence

Throughout Fiscal Year 2005-2006, numerous County of San Diego programs were recognized by local, State, and national organizations, as well as by a variety of industry and professional organizations, for excellence and innovation. The County of San Diego has worked hard to become a best practices organization striving to offer programs that improve the lives of San Diego County residents in ways that are relevant and measurable. We are proud that our leadership in these areas has been recognized for the following:

- San Diego County again won a prestigious Challenge Award and several Merit Awards from the California State Association of Counties (CSAC) for 2005. San Diego County's Library system won the Challenge Award - one of only 10 Challenge Awards given statewide (out of 234 entries) - for its Amazon Wish List program, which makes it easier for Library supporters and Friends groups to donate appropriate and needed materials to the County's libraries.

The three County programs selected for CSAC Merit Awards include the Animal Euthanasia Reduction Program (Animal Services), the Aging Summit (Health and Human Services Agency) and the District Attorney's CalWORKS fraud reduction program known as Project 100%.

- In an annual competition sponsored by the San Diego Society for Human Resource Management (SD-SHRM) and the San Diego Union-Tribune the County of San Diego was selected to receive the Crystal Award for Workplace Excellence. Nominations had to be submitted by employees who believe that their employer is the best place to work in the region. The County of San Diego competed in the category of "Mega Organizations" (organizations with over 1,000 employees). The County was cited for its superior commitment to employee development and was the only government organization to receive an award.

- In 2005, County of San Diego programs received a record 41 Achievement Awards from the National Association of Counties (NACo). The County of San Diego received the highest number awards given to any county in the nation.
- The County's Department of Media and Public Relations won 12 awards from the National Association of Telecommunications Officers and Associates (NATOA) awards for various CTN programming, including second place in the nation for overall excellence in government programming. The NATOA awards are considered to be the "Emmy's" of government access cable television stations.

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

### Strategic Initiatives - Improving Opportunities for Kids, Protecting the Environment, and Promoting Safe & Livable Communities

- The County's Housing and Community Development Department (HCD), operating as the County's Housing Authority, was rated as a "**High Performer**" by the U.S. Department of Housing & Urban Development (HUD), for the fourth year in a row, based on excellence in its administration and operation of the County's Section 8 Rental Assistance Program. The County's Housing Authority provides Section 8 Rental Assistance to more than 10,400 families in the unincorporated area of the County, as well as the cities of Chula Vista, Coronado, Del Mar, El Cajon, Escondido, Imperial Beach, La Mesa, Lemon Grove, Poway, San Marcos, Santee, Solana Beach, and Vista.
- **National Association of Counties (NACo) - Achievement Awards - 2005:**
  - Clairemont High School Roller Hockey Rink.



- Youth Employment Preparation Program - providing emancipated foster youth with a six-month paid work experience that includes both job coaching and work readiness education.
- Read To Your Breed/Valley Center Branch Library - a library program in which children read books to trained therapy dogs in order to build confidence in and increase the children's reading skills.
- Summer Reading Program for the Polinsky Children's Center.
- Noches de la Familia - Solana Beach Branch Library - an outreach program to address the underutilization of the library by the local Hispanic community.
- School Health & Absenteeism Reporting Exchange (SHARE) - for public health disease identification and reporting.
- San Diego Pediatric Asthma Initiative.
- Youth to Youth - a collaborative project that trains "Youth Advocates" who work with children at the County-operated shelter for abused, neglected, and abandoned children.
- Student Services Program - opportunities for students to work with the Office of Emergency Services staff and become familiar with the concept of "Public Service" and the functions, programs, and operations of federal, State, and local government.
- Kearny Mesa Juvenile Detention Facility (KMJDF) Training Unit.
- The Department of Public Work's Survey Records System (SRS), an online web-based records retrieval system that allows the public and County employees to search for land-based records from their homes or offices, received a **2005 "Best of the Web" Digital Government Achievement Award** from the **Center for Digital Government and Education in the Government to Government** category.
- The Hazardous Materials Division (HMD) of the Department of Environmental Health was recognized by the **California Certified Unified Program Agency (CUPA) Forum Board** as the **Outstanding Certified Program Agency for 2005**. HMD regulates over 12,000 businesses in San Diego County and inspects them to verify compliance with laws and regulations related to hazardous materials, hazardous waste, medical waste and/or underground storage tanks. The criteria for the award included environmental compliance, continuous improvement, excellence and leadership, protection of the environment, protection of public health and safety, and environmental education.
- The **California Park and Recreation Society (CPRS)** recognized two Parks and Recreation programs with **Community Service Awards** of excellence for the County Parks trails program and their efforts to fight obesity through healthy programming.
- **National Association of Counties (NACo) - Achievement Awards - 2005:**
  - Airport/City/Developer Partner for Conservation - agreement that ensures no development will take place within an easement area resulting in the conservation of existing habitat.
  - Using Power Plant Mitigation Fees to Improve Air Quality - using fees to provide matching funds for numerous local pollution reduction projects including new school and transit buses using natural gas or clean diesel engine technologies, diesel particulate traps on school buses, and replacement clean diesel engines in trucks, marine vessels, heavy duty, and agricultural equipment.
  - Plating Shop Compliance through Education Beyond Inspection & Enforcement.
  - Energy Efficiency Retrofit of Central Plants.
- The **California Library Association** awarded a prestigious **"Public Relations Excellence Award"** to the County Library for its radio ad campaign consisting of



30-second ads which air on 26 radio stations including three Spanish language stations, reaching all populations and age groups and highlighting what libraries offer to San Diegans and their families.

- The Fallbrook View Apartments, developed by Community HousingWorks and funded in part by HCD, received the “**Housing Project of the Year**” award from the **San Diego Housing Federation**. The award-winning project consists of 80 units, 60 of which are reserved for farm workers. The rental rates are affordable to very low-income families. The project also includes a Head Start program, community space and a learning center. In addition, the Vista Community Clinic provides health care services on-site.
- The County Television Network (CTN) won two awards from the **San Diego Press Club**. **First place with television/photography work** on “Sam the Cooking Guy” and **third place for the television documentary** “Fragile Web: San Diego's Multiple Species Conservation Program (MSCP).”
- The Housing and Community Development received a **Merit Award** from the **National Association of Housing and Redevelopment Officials (NAHRO) - Pacific Southwest Regional Chapter** for the County's Youth Employment Preparation Program (YEPP).

The YEPP program offers former foster youth who are 18 years old or older the opportunity to work in a County department to earn money and work experience, as long as they are enrolled as a student at an accredited college or university. The program also matches each youth with a mentor who helps the youth develop the various life skills they need, such as learning about leases or bank accounts.

- **National Association of Counties (NACo) - Achievement Awards - 2005:**

- Homeland Security Exercise & Evaluation Program (Best in Class) - provides a mechanism for all local jurisdictions to test their emergency plans and capabilities, identifying those areas that work well and those that need improvement.
- Firestorm Recovery Effort: Environmental Health, Planning & Land Use and Public Works.
- Multi-Jurisdictional/Multi-Hazard Mitigation Plan.
- Cancer Navigator - in conjunction with local media, a web-based clearinghouse of cancer-related information.
- Voter Rights & Services Brochure.
- Terrorism Public Awareness Campaign.
- Cold Case Homicide Program.
- Rancho Guajome Adobe Docent Volunteer Program.
- Medi-Cal Administrative Activities/Targeted Case Management Unit.
- Risk Communication Training & Development - disaster and emergency responder training for Health and Human Services staff and partner agency spokespersons and public information officers.
- County Site Emergency Response Plans - Health and Human Services.
- Animal Euthanasia Reduction Program.
- The Department of Child Support Services received an award from the **California Department of Child Support Services** for “**Most Improved Performance by a Very Large Local Child Support Agency in the Federal Measure of Current Support Collections in Federal Fiscal Year 2005.**”

The federal performance measure focuses on the percentage of current support collected over the current support owed. San Diego improved from collecting 42.10% of current child support owed in Federal Fiscal Year 2004 to 46.3% in Federal Fiscal Year 2005. The federal target is to collect 40% or higher of current child support owed.



- Edgemoor Hospital was chosen by **Hospital Services for Continuing Care (HSCC)** to receive their *Best Practices Award* for the Edgemoor Cyber Café project, which illustrates how the County is using current technology to meet the needs of a vulnerable population.

Edgemoor staff created a space at the facility that simulates the feel of a community-based Cyber Café which residents can use to access the Internet. Training, if needed, is also available from trained staff and various Edgemoor residents.

The Cyber Café helps alleviate the depression that patients in institutional settings often suffer as a result of being isolated from mainstream society. The Café also empowers residents by giving them access to the information on the Internet and an ability to communicate more easily with family and friends, as well as the opportunity to meet people with shared interests in chat rooms.

#### Operational Excellence Awards

- The Purchasing & Contracting Department was selected to receive its fifth consecutive “Achievement in Excellence in Procurement” Award, which is sponsored annually by the **National Purchasing Institute, National Institute of Governmental Purchasing and the California Association of Public Purchasing Officers**. The award recognizes organizational excellence in procurement and is given to agencies that demonstrate excellence by obtaining a high score when rated on criteria such as innovation, professionalism, e-procurement, productivity and leadership attributes of the procurement function.
- The General Services Fleet Management Division received two nationwide recognitions this fiscal year. The County's Fleet Management division placed second, behind Chicago, in the *Top 100 Fleets in North America* based on **Fleet Equipment Magazine's “100 Best Fleets” recognition program**. Fleet organizations were evaluated

on accountability, utilization of technology, staff collaboration and recognition, creativity, vehicle maintenance efficiency, and operational cost. This was the first year the awards were given. There are 36,000 fleet departments nationwide and 250 were considered for the award.

Fleet Management also received two of five *Best Practices awards* presented at the **8th California Fleet News National Fleet Management Conference**. San Diego County was recognized for its Standardized Fleet Vehicle Program and application of the County's General Management System in fleet operations.

- The **Government Finance Officers Association of the United States and Canada** - recognized the County with the *Distinguished Budget Presentation Award* for the 2005-06 & 2006-2007 Operational Plan.
- **National Association of Counties (NACo) - Achievement Awards - 2005:**
  - Work Safe/Stay Healthy Program.
  - Treasurer's Monthly Management Package.
  - Justice Case Activity Tracking System (JCATS) - Public Defender Case Management System - a comprehensive, scalable, and fully web-enabled public defender case management system.
  - Edgemoor Business Park Development.
  - Public Works Accident Prevention Program.
  - Risk Mitigation & Litigation Program.
  - E-mail Shopping Survey Program - to ensure a high level of customer satisfaction for customers contacting and receiving assistance from County staff through e-mail correspondence.
  - Economical and Effective Streaming Video Training - on-demand training in the District Attorney's office on technical and organizational issues via each employee's desktop computer.
  - Staff Online Databases Training via the Telephone - a hands-on training of staff on County Library online subscription resources.



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- Frontline Leadership Development Program - Health and Human Services.
  - New Training & Orientation Program - Clerk of the Board.
  - Survey Records System (SRS) - online access to thousands of maps, plans, and a variety of records related to land information.
  - Facts on the Fly - one-page flash reports, published quarterly, presenting current facts about Health and Human Services' program performance vs. performance targets.
  - Video Receptionist Program - District Attorney.
  - Worker's Comp and Leave Program - Probation.

# CAO Proposed Operational Plan - Overview

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## Introduction

The County's Fiscal Year 2006-08 Proposed Operational Plan reflects a sound, but slowing, local economy and a rebounding from the dampening effects felt in previous years from the State's fiscal crisis. The budget for all funds for Fiscal Year 2006-07 is increasing by \$142.6 million (3.4%) over the Fiscal Year 2005-06 budget and includes 56.5 additional staff years. The Proposed Operational Plan is both responsible and responsive to new and continuing challenges and opportunities and flows from a continuous review of expectations, needs, and resources that define the County's operating environment.

## Economic Indicators

The U.S. economy's Gross Domestic Product (GDP) for 2005 showed an increase of 3.5% versus an adjusted 4.2% growth in 2004. This represents another strong year of growth in the U.S. economy. A GDP growth rate of 3.3% is forecasted for 2006. In the first quarter of 2006, GDP growth of 4.9% is estimated (driven up depressed federal spending in the fourth quarter of 2005 as a result of an incomplete budget). First quarter 2006 growth is expected to be followed by steadily slowing growth: 3.2% in the second quarter, 2.8% in the third quarter, and 2.0% in the fourth quarter. Factors influencing this slowing in growth include higher short- and long-term interest rates, significant weakness in the housing sector and the continued pressure of high energy prices. The weakness is projected to be partially offset by strong business investment in 2006. Some significant risks facing the U.S. economy include the slowing housing market (seen in existing home sales and mortgage applications), large and growing current trade deficit, inflation, and continued uncertainty in oil prices.

California's economy, like the U.S. economy, grew at a healthy rate in 2005. California payroll jobs experienced growth of 1.8%; the job growth also contributed to a solid personal income growth of 5.5%; and taxable sales grew a robust 9.7%. The unemployment rate has continued to decline, inching down to 5.4% in 2005 versus 6.2% in 2004, 6.8% in 2003 and 6.7% in 2002.

The housing boom that has been driving both the California and U.S. economies is softening, and the "housing construction/real estate" slowing will contribute to slowing in the growth of the state economy in 2006. The gross state product growth in 2006 is projected at 2.3%, down from 2.6% in 2005 and 5.6% in 2004. While construction, retail trade, finance, professional and technical services, and administrative support all contributed to overall job growth in 2005, the slowing in the housing market will impact construction and finance jobs in 2006. For 2006, slower growth rates are estimated - job growth is projected at 1.5%, taxable sales will grow somewhat slower compared to 2005 at 7.7%, but personal income is anticipated to grow at a faster rate of 6.2%.

San Diego's economy has enjoyed economic stability, despite a downturn in California between 2001 and 2003. Much of San Diego's economic strength is derived from employment gains, commercial and industrial development and population growth. San Diego County has also seen an increasing diversification of economic activity and has matured as a hub for research and development (R&D) and product manufacturing in telecommunications, biotechnology, military products, electronics and information technology.

Sources: San Diego Regional Chamber of Commerce, the UCLA Anderson Forecast, the State of California Employment Development Department, the California Association of Realtors, and the San Diego Convention and Visitors Bureau.



Approximately one-half of San Diego County's population is part of the civilian labor force (1,517,200 in December 2005). The region is also home to perhaps the largest military complex in the world. The County's positive job growth is prompting migration to San Diego by prospective employees in search of work. The annual unemployment rate was estimated at 4.3% for the 12-month period of January 2005 through December 2005, with December 2005's unemployment rate dropping to 3.6%. These figures remain lower than the State projected rate for 2005 - 5.4% and the national forecast of 5.1%.

One troubling aspect of the local economy is that San Diego's housing affordability, a measure indicating the average household's ability to afford a median-price home, stood at 9% in December 2005, down from 10% in August 2004. Previously, San Diego's housing affordability was 15% in December 2003, 22% in 2002 and 27% in 2001.

San Diego's per capita income was \$35,841 in 2003, \$36,916 in 2004, and estimated at \$38,614 for 2005 and forecasted at \$40,661 for 2006. International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be a major economic strength for the County.

Although total visitors in 2005 ended the year flat at 27.8 million, total visitor spending increased by 5.5% in 2005, according to the San Diego Convention and Visitors Bureau (CONVIS). The number of rainy days from the El Nino weather pattern impacted the total number of visitors figure. The "Tourism Outlook" for San Diego County tourism in 2006 is for moderate growth, with a 1.5% increase in the number of visitors and a 6% increase in visitor spending.

### State of California's Budget

On January 10, 2006, Governor Schwarzenegger submitted the Proposed Fiscal Year 2006-07 budget to the California legislature. The Governor's Proposed Budget priorities included spending on Proposition 98 for K-12 and community colleges, with an increase of \$4 billion, providing funding for after-school programs under Proposition 49, fully funding Proposition 42 for improvement to California roads, bridges, and highways, as well as several other initiatives.

In February 2006, the State of California's Legislative Analyst's Office (LAO) prepared its "Perspectives and Issues" review of the Governor's Proposed Budget for Fiscal Year 2006-07. The LAO noted that the budget does not fully address the State's ongoing structural imbalance. The projected Fiscal Years 2007-08 and 2008-09 imbalances are estimated to be approximately \$4.0 billion and \$5.0 billion respectively. The LAO also stated that the longer-term goals of getting the State's fiscal house in order would be better served by using the unexpected revenue increases - based primarily on more volatile revenues such as business profits and capital gains - to reduce outstanding obligations instead of increasing ongoing spending by new commitments.

### Impact on the County's Proposed Operational Plan

**ERAF III** - The Governor's budget is consistent with the two-year budget agreement reached between the State and local governments in July 2004 and the passage of Proposition 1A on the November 2004 ballot with respect to General Purpose Revenues. The two-year shift of \$27.5 million of property taxes to the Educational Revenue Augmentation Fund (ERAF) to assist the State in meeting its funding obligations to schools was completed in Fiscal Year 2005-06.

Sources: Governor's Budget for 2006-07 and State of California Legislative Analyst's Office



**State Mandated Costs** -The Governor's Budget includes \$98.1 million for the first year of a 15-year payment plan to reimburse counties for mandated costs for which funding was deferred in years prior to 2004-05. Separately, the County of San Diego had sought relief through the courts with respect to the State's non-payment of mandated costs and in March 2006 received a judgment establishing that the State owed the County \$41.6 million to be paid with interest over a 15-year period. The estimated annual payment is \$3.0 million. In addition, as in Fiscal Year 2005-06, the Governor's budget includes funding to reimburse current mandated cost claims.

**Transfer of Fees** -The 2005-06 Budget Act required counties to transfer revenues from certain court imposed fees, fines, and forfeitures to the local trial court that would otherwise have gone to the counties, extending the 2003-04 and 2004-05 transfer for four more years. The County's share was \$2.1 million for 2003-04 and 2004-05 and \$0.8 million in 2005-06. For Fiscal Years 2006-07 and 2007-08, the County's share each year is expected to be \$0.6 million and \$0.4 million, respectively. One-time resources will be used to fund this requirement.

**Property Tax Administration Grant** - The 2006-07 Governor's Budget continues the suspension for a second year of the State Property Tax Administration Grant program that has assisted counties in maintaining timely property assessments. The County's revenue loss of \$5.4 million was not anticipated in the Fiscal Year 2005-06 Adopted Operational Plan, and was offset mid-year by unanticipated additional General Purpose Revenues. For 2006-07, it is proposed that General Purpose Revenues continue to replace the loss of these grant funds.

### Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2006 through June 30, 2008). Pursuant to Government Code §29000 et al., however, State law allows the Board of Supervisors to

formally adopt only the first year of the Operational Plan as the County's Budget. The Board approves the second year of the plan in principle for planning purposes.

The Operational Plan details each department's major accomplishments during the past year within the framework of the Strategic Initiative goals, discusses high level objectives of each department's operations for the next two years, projects the resources required to achieve them, and identifies and tracks outcome-based performance measures for each department.

During Fiscal Year 2005-06, the County launched an extensive effort to demonstrate performance to citizens through meaningful - and uncomplicated - performance measures. The focus was shifted from what was happening to the organization to what is happening in the lives of citizens, customers, and stakeholders because of the organization. Each department is now required to measure performance in terms of outcomes - how we affect people's lives - not just activities.

### The General Management System

The County's General Management System is the instruction manual for managing County operations. The GMS describes how we plan, implement, and monitor all County functions that affect the services we provide to County residents, businesses, and visitors. Simply put, the GMS is a way of making sure that we uphold our obligations to our fellow residents by sticking to our promises and plans, objectively evaluating performance, striving for continuous improvement, and efficiently applying precious taxpayer dollars.

The idea behind the GMS is straightforward: the County is able to provide superior services if it sets sound goals and applies sound management principles to achieve those goals.

At the heart of the GMS are five overlapping components that help make sure that the County asks and answers crucial questions:





**Strategic Planning** asks: *Where are we going?* Strategic Planning is long-range (five-year) planning that anticipates significant needs, challenges, and risks on the horizon. A key product of the Strategic Planning process is the County's Strategic Plan, which defines major goals and action plans.

**Operational Planning** asks: *How do we plan to get where we're going?* Operational Planning focuses on short-term planning for the two upcoming fiscal years, allocating resources to specific programs and services in order to implement the Strategic Plan.

**Monitoring and Control** asks: *Are we on track?* Monitoring and Control is the process of continuously evaluating performance to ensure that risks are identified, plans are followed, and goals are met. This allows the County to know right away if issues develop. Performance measurement continues to evolve and give County executives, managers, supervisors, and line staff new tools to make informed decisions and communicate with the public about County services and programs. Departments report on performance results in monthly and quarterly meetings, and review them as frequently as necessary to manage results.

**Functional Threading** asks: *Are we working together?* The County has many critical functions and goals that cut across organizational lines. Functional threading ensures communication and cooperation across these lines to achieve objectives, solve problems, and share information. Coordinating staff and linking the functions they perform allows the County to efficiently use scarce resources.

**Motivation, Rewards, and Recognition** asks: *Are we sharing goals and encouraging success?* County employees personalize GMS disciplines. This requires setting clear expectations for employees, providing incentives, evaluating employees' performance, and rewarding those who make a difference. The landscape for making a difference is not limited just to the Strategic Initiatives of Kids, the Environment, and Safe and Livable Communities, but also the key disciplines such as customer satisfaction, fiscal stability, information

technology, and continuous improvement. The Operational Incentive Plans, Quality 1st Program, the Do it Better By Suggestion (DIBBS) program, and department recognition programs are the primary ways the County recognizes and rewards employees for excellent performance.

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

### Strategic Plan

The General Management System provides the County with a set of operating rules and guidelines. The Strategic Plan identifies key goals and disciplines, outlining the County's priorities for accomplishing our mission over a five-year period. Our Strategic Plan tells us where we should be going and our General Management System helps make sure we get there.

The County's 2006-11 Strategic Plan defines broad, organization-wide goals - known as Strategic Initiatives - which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports these three Strategic Initiatives:

- Kids (Improve opportunities for children),
- Environment (Promote resource management strategies to ensure environmental preservation, quality of life, and economic development), and
- Safe and Livable Communities (Promote safe and livable communities).

The Strategic Plan also sets forth key organizational disciplines because we must maintain a high level of operational excellence in order to accomplish our Strategic Initiative goals. Our Required Disciplines serve as enablers to the Strategic Initiatives. These Required Disciplines are: Fiscal Stability; Customer Satisfaction; Regional Leadership; Skilled, Competent & Diverse Workforce; Essential Infrastructure; Information Technology; Accountability/Transparency; and Continuous Improvement.



To connect our Strategic Plan goals with the resources necessary to achieve them, a Five-Year Financial Forecast evaluates our available resources. To further align our goal setting process with resource allocation, 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.

**Context for Strategic and Operational Planning**

To be effective, the goals we set and resources we allocate have to be consistent with our purpose as an organization. Context for all strategic and operational planning is provided by the County's Mission, Guiding Principles, and Vision. The Strategic Plan sets the course for accomplishing the County's 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 upholds the

County's Guiding Principles, core values that articulate our organization's ethical obligations to County residents and basic standards to which County employees must adhere. These four Guiding Principles are:

- 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 customers, employees, and partners and institutionalizes continuous improvement and innovation.

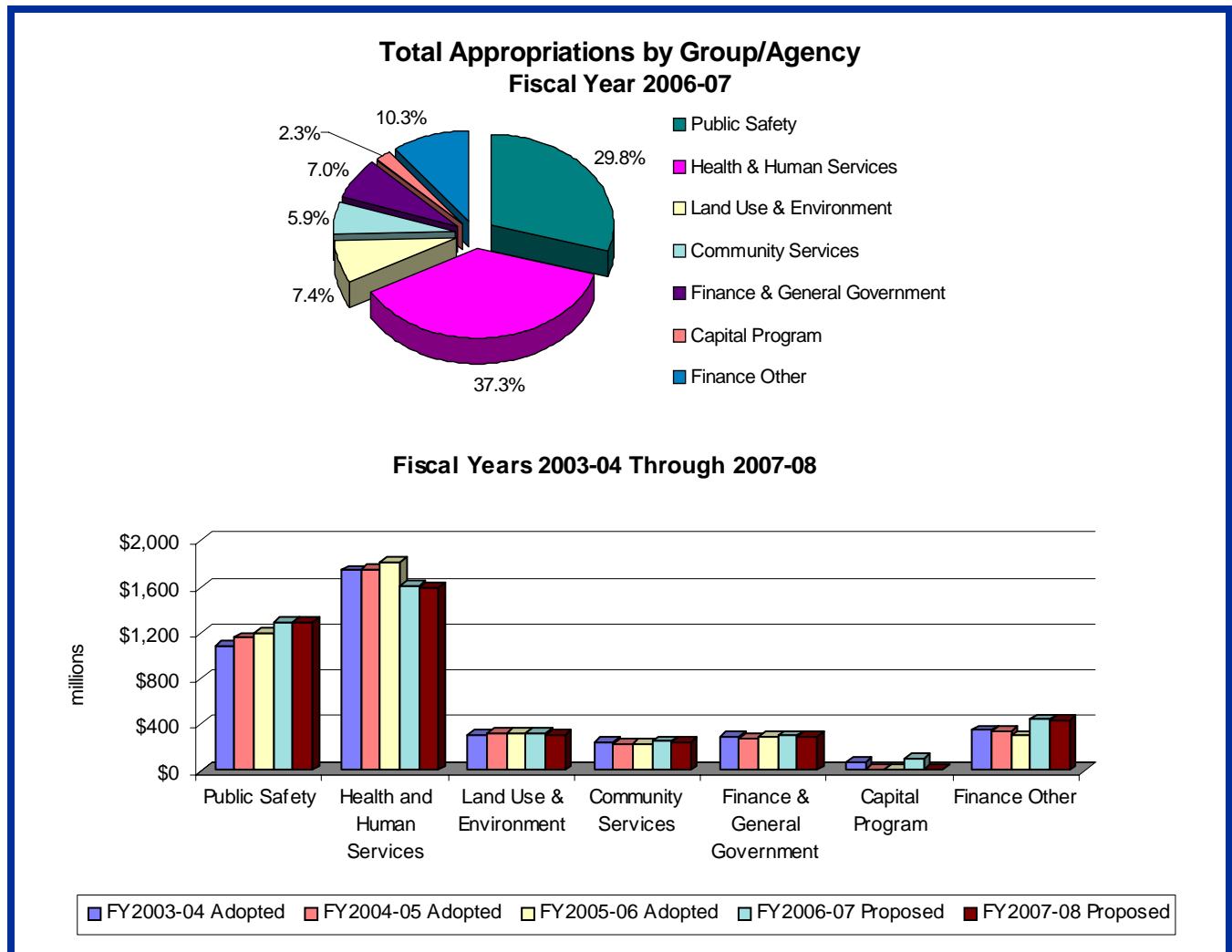
Achieving our Strategic Initiatives and maintaining operational excellence allows the County to realize its Vision:

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

# All Funds: Total Appropriations

## Total Appropriations by Group/Agency

Appropriations total \$4.33 billion in the Proposed Operational Plan for Fiscal Year 2006-07 and \$4.19 billion for Fiscal Year 2007-08. This is an increase of \$142.6 million or 3.4% for Fiscal Year 2006-07 from the Fiscal Year 2005-06 Adopted Operational Plan. Looking at the Operational Plan by Group/Agency, appropriations increase in Public Safety, Community Services, Finance and General Government, Capital Program, and Finance-Other with the Health and Human Services Agency and Land Use and Environment programs having decreasing appropriations.





## All Funds: Total Appropriations

### Total Appropriations by Group/ Agency (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Public Safety	\$ 1,082.7	\$ 1,158.6	\$ 1,203.9	\$ 1,288.1	\$ 1,291.9
Health and Human Services	1,744.1	1,751.0	1,821.2	1,613.8	1,596.3
Land Use & Environment	305.6	324.8	328.3	321.6	310.7
Community Services	251.7	231.2	236.5	255.2	248.3
Finance & General Government	289.1	276.5	289.1	303.6	288.7
Capital Program	67.8	8.2	7.0	101.7	7.9
Finance Other	349.1	338.0	300.8	445.5	442.4
Total	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,329.5	\$ 4,186.3

The pie chart above shows each Group/Agency's share of the Proposed Fiscal Year 2006-07 Operational Plan, while the bar chart and table compare the Fiscal Years 2006-07 and 2007-08 appropriations to the three prior fiscal years. An overview of the County's Operational Plan is presented below by Group/Agency that highlights changes and key areas of emphasis. Appendix A: Budget by Group/Agency provides a summary of expenditures and financing sources by account group for each Group and the Agency. More detail by department begins on page 71.

The Operational Plan illustrates a renewed Countywide focus on measuring performance in terms of outcomes by identifying core services or mission critical services, desired performance results, and final outcome measures. The transition to new outcome-based performance measures will be evident in the performance measure tables for each department. Where new measures are taking the place of old, an "N/A" will appear in the 2005-06 Adopted and 2005-06 Actual columns to signify that no data is available for the current year. Where old measures are being discontinued, "N/A" will appear in the 2006-07 Proposed and 2007-08 Proposed columns.

**Public Safety Group** — A net increase of 7.0% or \$84.2 million over the Fiscal Year 2005-06 Adopted Operational Plan. Resources are proposed to increase jail capacity and the security of detentions operations, for investigation and prosecution of crimes including gang activity and domestic violence, for critical activities including emergency communications dispatch, crime lab analysis and intelligence activities, and to increase the County's readiness to respond in the case of a disaster. Proposed resources are also included to: re-open a dorm at the Probation Department's Camp Barrett Facility to provide a sentencing alternative for youths; to expand a pilot program to supervise youthful adult offenders; to provide public defenders in court appointed cases; to provide medical examiner staff to relieve officers at a death scene; to address an increase in operating costs, including energy costs, in detention and court facilities; and to provide an allowance for negotiated or anticipated Salaries and Benefits cost of living adjustments. Overall cost increases are partially offset by expenditure decreases due to the completion of certain grant funded Homeland Security activities and decreases to align expenditures with available revenues in the Department of Child Support Services.



Key areas of focus in the coming year include:

- Strengthening the County's ability to respond to an emergency,
- Ensuring that County business operations and the public are prepared for a disaster,
- Keeping communities safe through continued regional leadership in public safety,
- Keeping communities safe with a continued focus on gang violence and crime associated with drug use, abuse, and sales, and increasing the community supervision of young adult offenders,
- Addressing emerging public safety issues through partnerships of law enforcement and public agencies. Areas of focus will include identity theft, the monitoring of sex offenders, addressing the mental health needs of offenders and planning for offender re-entry into the community,
- Promoting the well-being of children and the self-sufficiency of families through success in the child support program, and
- Maintaining the focus on performance results to identify the most effective public safety strategies.

**Health and Human Services Agency (HHSA)** — A net decrease of 11.4% or \$207.4 million over the Fiscal Year 2005-06 Adopted Operational Plan. The decrease is primarily due to an accounting change that eliminated the Realignment Special Revenue Fund. Increases reflect an allowance for negotiated or anticipated cost of living adjustments; caseload increases and the rising cost of doing business within the In-Home Supportive Services program; increased funding of County Medical Services for hospital and clinic services; ongoing costs for Adult/Older Adult Mental Health Services, Children's Mental Health Services and the California Work Opportunities Information Network (CalWIIN); start up costs related to the Mental Health Services Act (Proposition 63); and one-time funding

for a new Management Information System for client and service tracking, billing, managed care and electronic health records.

Key areas of focus in the coming year include:

- Enhancing pandemic influenza planning efforts, including a public information campaign, training and exercises to prepare for a possible pandemic,
- Keeping at-risk children and their families safe, healthy, and self-sufficient,
- Protecting the public's health through education and monitoring and responding to public health threats and other emergencies,
- Keeping vulnerable adults safe, healthy, and self-sufficient, and
- Improving operational productivity by expanding the Mobile Remote Workforce project.

**Land Use and Environment Group** — An expenditure decrease of 2.0% or \$6.7 million from the Fiscal Year 2005-06 Adopted Operational Plan. Decreases are primarily due to the completion of the grant funded tree removal program. Other decreases include the completion of Airport and Sanitation District capital projects and the completion of one-time projects in Parks and Recreation. Decreases are offset by an allowance for negotiated or anticipated Salaries and Benefits cost of living adjustments; the addition of staff years for laboratory support, testing, inspection, public health protection, parks and recreation programs, fire prevention, and code enforcement; and for increased workload related to Road Fund capital projects. Other increases include one-time funding for park paving projects and right-of-way acquisitions.

Key areas of focus in the coming year include:

- Managing the County of San Diego Multiple Species Conservation Program (MSCP),
- Enhancing safety, education, and recreational activities for children and families,



- Business Process Re-engineering to include improving customer service by completing guidelines for the Land Development Permitting Process,
- Protecting public health and safeguarding environmental quality by monitoring and improving air, food, and water safety,
- Enhancing capabilities to test for diseases such as West Nile Virus and Avian Influenza,
- Enhancing full service fire agreements with 16 fire agencies covering 39 fire stations by improving emergency response capabilities, upgrading response apparatus and providing Geographic Information System (GIS) mapping support,
- Maintaining and improving County roads, and
- Supporting the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness.

**Community Services Group** — A net increase of 7.9% or \$18.8 million from the Fiscal Year 2005-06 Adopted Operational Plan. The proposed increase is due to an allowance for negotiated or anticipated Salaries and Benefits cost of living adjustments, increasing the efficiency of library operations, adding more library materials, increased ongoing costs for utilities, fuel, parts and major maintenance projects, and funding for one-time projects. Offsetting decreases are related to the outsourcing of the print, scanning and index services previously provided by the Department of Purchasing and Contracting; and lowered school district and housing set aside obligations for the Redevelopment Agencies.

Key areas of focus in the coming year include:

- Conducting the November 2006 Statewide General and June 2008 Primary Elections,
- Expanding on-line Library services and improving literacy,
- Investing in energy saving technologies,

- Protecting the public from dangerous animals and protecting animals from abuse and neglect,
- Helping to provide safe and sanitary affordable housing, and
- Preparing for post emergency efforts in the event of a major emergency or disaster.

**Finance and General Government Group** — A net increase of 5.0% or \$14.5 million from the Fiscal Year 2005-06 Adopted Budget. Salaries and Benefits increases are due to an allowance for negotiated or anticipated cost of living adjustments, and the addition of staff years to sustain Continuous Audit Software (CAS) activities, and for paralegal support. Other proposed increases include funding for technology to enhance public access to information; facility renovations; an increase in insurance costs; the implementation of new employee development programs; increased major maintenance projects; management reserves for unanticipated expenditures.

Key areas of focus in the coming year include:

- Maintaining the County's fiscal stability through sound accounting, auditing, budgetary practices, and management discipline,
- Transitioning to a new information technology provider,
- Maintaining a robust, diverse, and capable workforce,
- Improving the provision of vital records,
- Maintaining a high credit rating,
- Maintaining a strong Treasurer's Investment Pool,
- Developing a new Integrated Property Tax System,
- Providing the highest quality legal services to the Board and County departments, and
- Maintaining the investment in modern information technology.

**Capital** — A net increase of \$94.7 million from Fiscal Year 2005-06. The net increase includes \$80.0 million for the new Medical Examiner/County Veterinarian Facility; an



additional \$2.2 million for Multiple Species Conservation Program (MSCP) land acquisitions (for a total of \$5.0 million), and \$12.5 million for development of sports fields and trails, parkland acquisition and other improvements including Americans with Disabilities Act (ADA) upgrades. Specific projects include Otay Valley Regional Park Trails, Sweetwater Loop Trails, Lakeside Sports Park II, Escondido Creek Acquisition, and San Luis Rey River Parkland Acquisition. The number, type, and value of capital projects varies from year to year.

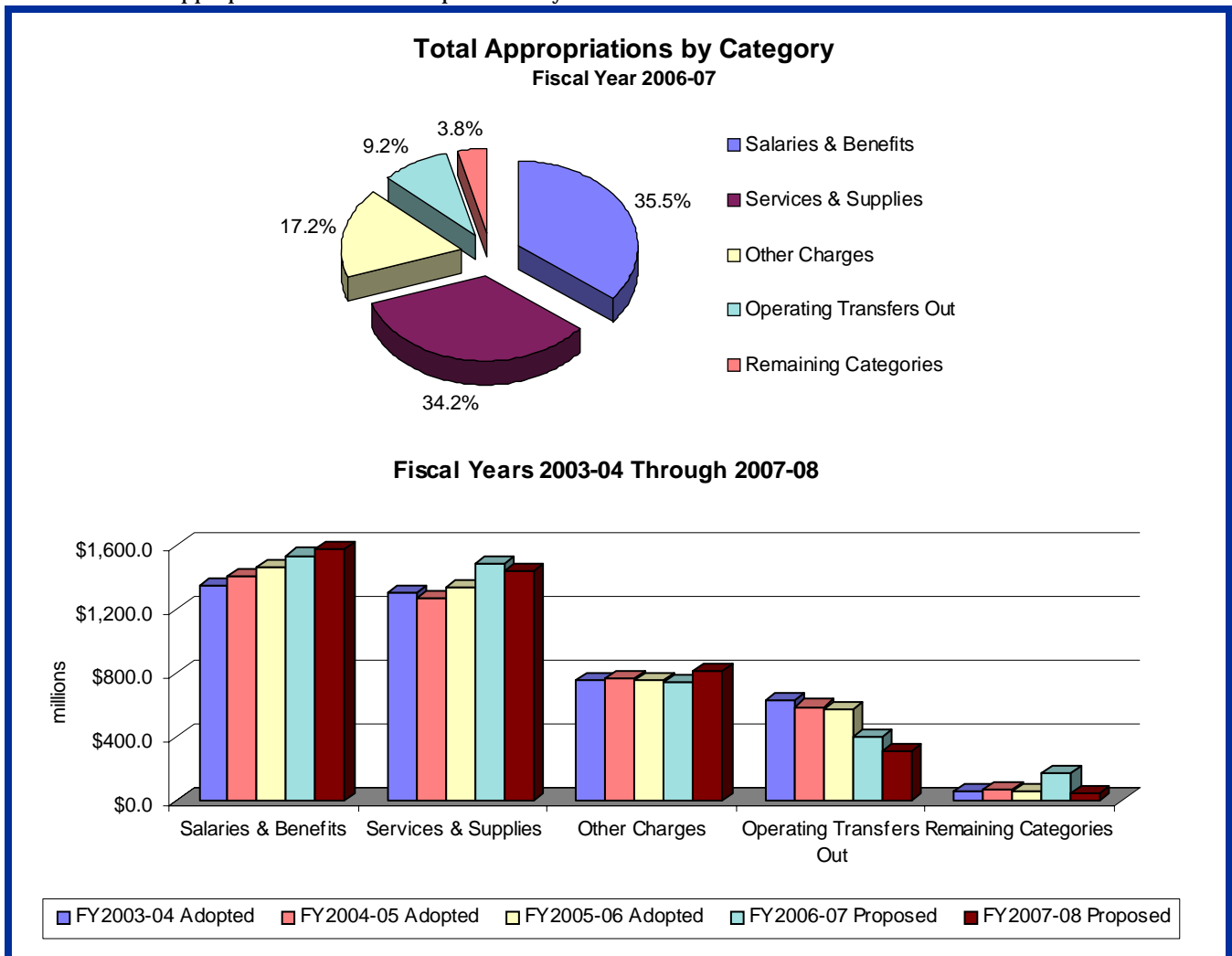
**Finance-Other** — An increase of \$144.7 million or 48.1% from Fiscal Year 2005-06. This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Included in this Group are such programs as the Contingency Reserve, the General Fund's Contribution to

the Capital Outlay Fund and the Library Fund, Lease-purchase Payments on San Diego County Capital Asset Leasing (SANCAL) Corporation bonds, the Employee Benefits Internal Service Fund (ISF), the Public Liability Insurance ISF, the Pension Obligation Bond (POB) Fund, the Community Enhancement Program, and the Community Projects Program. The projected increase is the result of proposed contributions to capital projects mentioned in the preceding paragraph, a larger contingency reserve, debt reduction, increases in the Public Liability Insurance ISF for costs of potential settlements, and increases in the Pension Obligation Bond (POB) Fund for scheduled payments. These increases are offset by lower lease purchase payments and a slight decrease in the Employee Benefits ISF for Workers' Compensation and Unemployment Insurance claims.



**Total Appropriations by Category of Expenditures**

The table and graph below show the Operational Plan broken down by category of expenditures. As noted above, the Proposed Fiscal Year 2006-07 Operational Plan is increasing overall by \$142.6 million from the Fiscal Year 2005-06 Adopted Budget and decreasing by \$143.2 million in Fiscal Year 2007-08. The pie chart below shows the share of the Fiscal Year 2006-07 Proposed Operational Plan for each category of expenditures, while the bar chart and table compare the Fiscal Years 2006-07 and 2007-08 appropriations to the three prior fiscal years.







Total Appropriations by Category  
(in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Salaries & Employee Benefits	\$ 1,349.3	\$ 1,404.1	\$ 1,467.8	\$ 1,538.2	\$ 1,579.7
Services & Supplies	1,301.1	1,264.9	1,339.7	1,482.3	1,446.3
Other Charges	756.6	763.1	751.6	746.3	809.6
Capital Assets/Land Acquisition	24.2	11.4	18.3	105.7	5.9
Capital Assets Equipment	18.2	41.4	16.0	16.0	15.6
Exp Transfer & Reimbursements	(16.1)	(16.1)	(17.4)	(17.5)	(17.9)
Reserves	11.1	15.7	15.7	20.1	20.1
Reserve/Designation Increase	6.5	4.6	4.3	6.6	5.1
Operating Transfers Out	628.5	587.5	573.5	396.4	310.4
Management Reserves	11.0	11.7	17.3	35.3	11.4
Total	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,329.5	\$ 4,186.3

Changes include:

- Salaries and Benefits are increasing by a net \$70.4 million or 4.8%. The proposed increase reflects an allowance for negotiated or anticipated cost of living adjustments, the addition of 56.50 staff years and restored funding for frozen positions in the Public Safety Group. The smaller increase in Fiscal Year 2007-08 of \$41.4 million or 2.7% is due primarily to estimated labor cost increases. See “Total Staffing” on page 31 for a summary of staffing changes by functional area.
- Services and Supplies are increasing by \$142.6 million or 10.6%. Proposed increases are budgeted in many accounts within services and supplies, most notably a \$34.2 million increase in costs related to the voter approved Mental Health Services Act (Proposition 63). Also proposed are increases for contracted road services, minor equipment, miscellaneous expenses, special departmental expenses, communication and information

technology costs, and internal service fund costs for major maintenance, utilities and fleet. A proposed decrease in professional services is due to the completion of grant funded programs for tree removal related to Firestorm 2003. A slight decrease of 2.4% is proposed in Fiscal Year 2007-08.

- Other Charges are decreasing by \$5.3 million or 0.7%. This category includes items such as aid payments, debt service payments, interest expense, right of way easement purchases, and various contributions to other agencies including trial courts and community enhancement and community projects program grantees. Proposed decreases reflect a technical adjustment for Realignment funds and the completion of grant funded activities associated with several State Homeland Security Grant Programs (SHSGP). Increases include contributions to the Information Technology (IT) Internal Service Fund and to the Employee Benefits Internal Service Fund. The



## All Funds: Total Appropriations

net increase of 8.5% proposed for Fiscal Year 2007-08 reflects preliminary plans to reduce a portion of County debt.

- Capital Assets/Land Acquisition, which includes Capital Projects and Land Acquisitions, is increasing \$87.4 million or 477.6% from last year. Projects are budgeted in the Capital Outlay Fund, the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. The amount of money available for new projects or project expansion varies year-to-year, but capital appropriations at the project level are generally considered to be one-time. The largest proposed increase is for a new Medical Examiner/County Veterinarian Building. A decrease of 94.4% is planned in Fiscal 2007-08 due to the changing nature and costs of projects.
- Capital Assets Equipment, which primarily includes routine internal service fund purchases of vehicles and heavy equipment, is not changing from the Fiscal Year 2005-06 Adopted Budget. A decrease of 2.4% is planned for Fiscal 2007-08 due to a preliminary estimate of lower requirements for that year.
- Expenditure Transfers and Reimbursements are decreasing by \$0.1 million or 0.5%. Activity in this account reflects the transfer of expenses to another department for services provided. A transfer can occur because a funding source requires the expenses be recorded in that department for revenue claiming. The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One significant example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney's Public Assistance Fraud Unit. This unit investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State/federal revenue account.
- Reserves represent appropriated contingency reserves that are set aside for unanticipated needs during the year. For Fiscal Years 2006-07 and 2007-08 the General Fund Contingency Reserve is increasing by \$4.4 million or 28.0%.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. Proposed amounts include a \$4.0 million increase to the Workers' Compensation Reserve, a \$1.2 million increase to the Registrar of Voters' designation to offset future low revenue years, a \$0.5 million increase to an Air Pollution Control District building maintenance reserve, and approximately \$1.0 million for reserve increases in various special districts. A decrease of 22.8% is proposed for Fiscal Year 2007-08.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are decreasing by \$177.1 million or 30.9%. Various transfers between funds are increasing and decreasing with the largest decrease due to a technical change in the way Realignment costs are recorded. Increases include one-time funding for a new Medical Examiner/County Veterinarian Building, appropriations set aside for various projects in development stages including Otay Valley Regional Park Trails, Sweetwater Loop Trails, Lakeside Sports Park II, Escondido Creek Acquisition, and San Luis Rey River Parkland Acquisition, and additional appropriations for Multi Species Conservation Program (MSCP) land acquisition. A decrease of 21.7% is planned for Fiscal Year 2007-08 due primarily to a preliminary estimate of lower requirements for that year, primarily in capital projects.



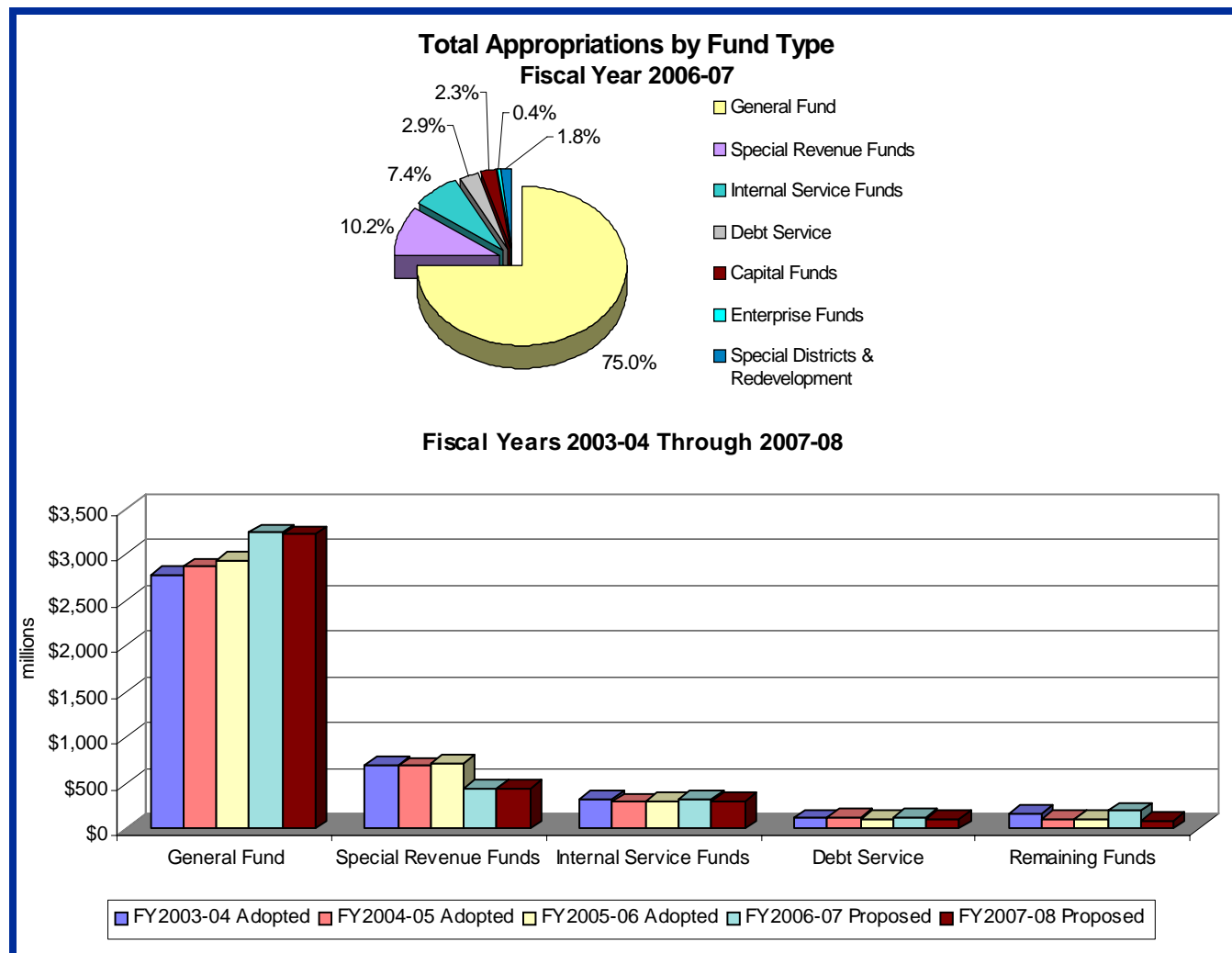
- 
- Management Reserves are increasing by \$18.0 million or 104.1%. The level of Management Reserves can vary from year-to-year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties at the Group/Agency level.



## All Funds: Total Appropriations

### Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also "Basis of Accounting" on page 64.) Appendix B: Appropriations by Fund provides detail regarding County Funds by Type of Fund and by Group/Agency.





Total Appropriations by Fund Type (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
General Fund	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 3,245.2	\$ 3,221.2
Special Revenue Funds	692.6	687.5	720.8	443.1	446.4
Internal Service Funds	324.0	295.4	302.6	319.6	309.1
Debt Service	121.9	126.6	110.5	125.6	113.4
Capital	67.8	8.2	7.0	101.7	7.9
Enterprise Funds	20.7	17.1	20.7	17.8	14.3
Special Districts & Redevelopment	78.1	84.0	81.3	76.6	74.1
Total	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,329.5	\$ 4,186.3

**Governmental Fund Types**

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

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

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

**Debt Service Funds** - account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative

expenses for Pension Obligation Bonds. A discussion of long- and short-term financial obligations can be found on page 53.

**Proprietary Fund Types**

**Enterprise Funds** - account for operations that are financed and operated in a manner similar to private business enterprises. They include not only services financed primarily by user charges but also any activity which has significant potential for user-charge financing and which the governing body decides should be treated as a commercial enterprise.

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



**Appropriations Limits**

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

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), Proposition 10 (1998), and Proposition 111 (1990) exempt certain appropriations from the limit. These

exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

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

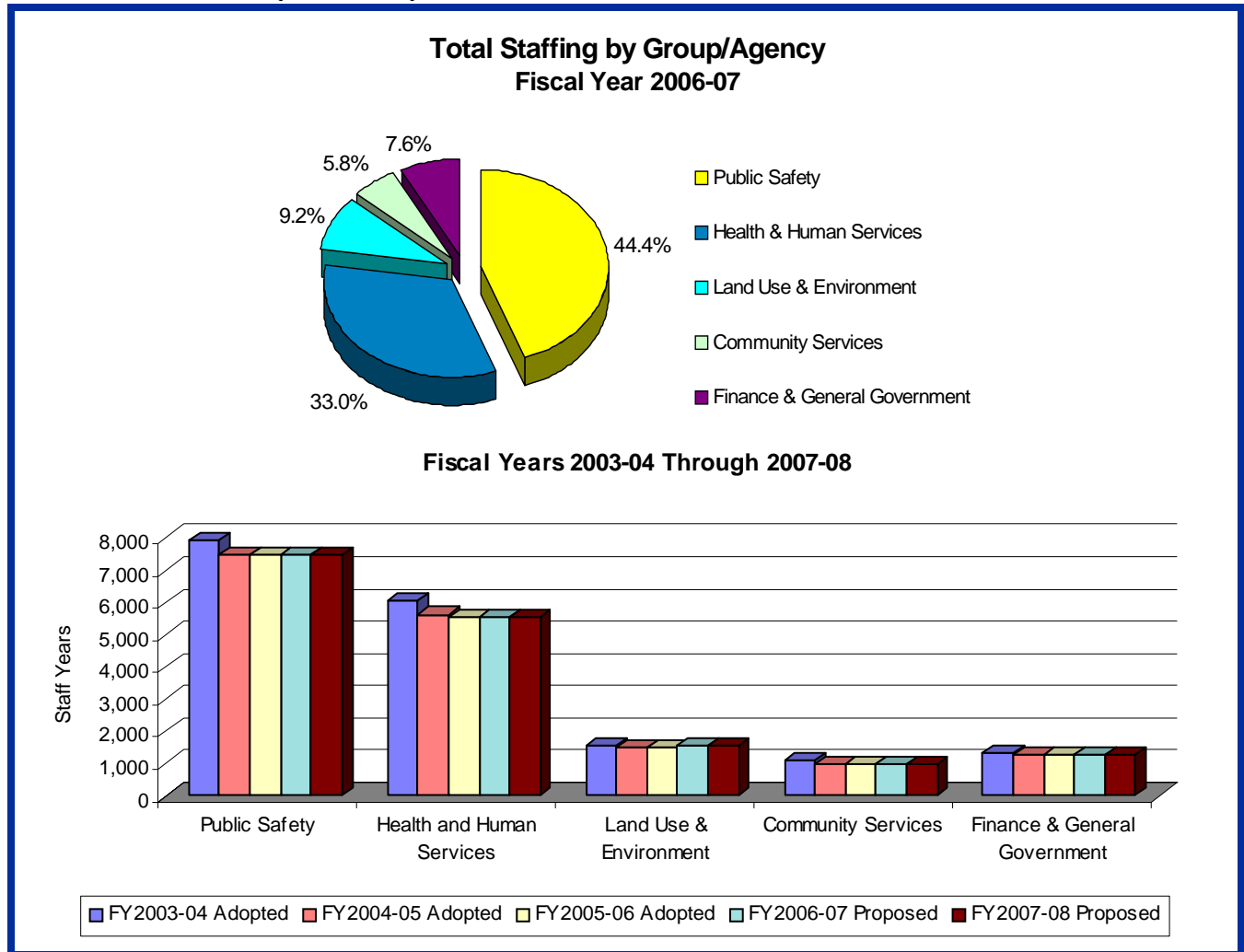
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2000-01	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06
Gann Limit	\$2,563	\$2,818	\$2,832	\$2,949	\$3,081	\$3,300
Appropriations subject to the limit	\$587	\$633	\$597	\$714	\$717	\$877

# All Funds: Total Staffing

## Total Staffing

Staff years<sup>1</sup> for Fiscal Year 2006-07 are 56.50 more than the Adopted Budget for Fiscal Year 2005-06, an increase of 0.3% to 16,828.42 staff years. An increase of 16.00 staff years is expected in the second year of the Plan to staff new branch libraries in the 4S Ranch community and the City of Encinitas.



<sup>1</sup> A staff year in the Operational Plan context equates to one permanent employee working full-time for one year. County salaries and benefit costs are based on the number of staff years required to provide a service.



## All Funds: Total Staffing

### Staffing—Staff Years

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Public Safety	7,916.00	7,470.50	7,478.50	7,478.50	7,478.50
Health and Human Services	6,054.27	5,620.62	5,549.92	5,552.92	5,552.92
Land Use & Environment	1,529.00	1,492.00	1,497.00	1,552.00	1,552.00
Community Services	1,099.25	986.25	979.00	974.00	990.00
Finance & General Government	1,303.75	1,267.50	1,267.50	1,271.00	1,271.00
Total	17,902.27	16,836.87	16,771.92	16,828.42	16,844.42

The pie chart above shows each Group/Agency's share of the Fiscal Year 2006-07 Proposed Operational Plan staffing while the bar chart and table compare the Fiscal Years 2006-07 and 2007-08 staffing to the three prior fiscal years.

The Fiscal Year 2006-07 proposed increase of 56.50 staff years is a net amount with reductions in some areas and increases in others in order to deploy resources to the programs where they can do the most to achieve our strategic goals.

Although the Public Safety Group (PSG) proposal as a whole reflects no net change in staff years, Child Support Services proposes a decrease of 60.00 staff years to align staffing with available revenues, while five other PSG departments propose to increase staff. Probation proposes to increase by 33.00 staff years to re-open a dorm at the Camp Barrett facility, to expand a pilot program to intensively supervise young adult offenders, to support the East County Gang Suppression Unit and to support the San Diego Police Department Gang Unit. The Public Defender and the Alternate Public Defender propose to add 16.00 and 5.00 staff years, respectively, to represent indigent clients effectively and efficiently in court appointed cases. The Office of Emergency Services proposes to add 3.00 staff years to enhance disaster response capabilities in communication and outreach, in the use of geographic

information systems, and in the regional coordination of funding. The Medical Examiner proposes to add 3.00 staff years to improve investigator response times to homicides and to address the increase in autopsies.

The Health and Human Services Agency (HHSA) proposes a net increase of 3.00 staff years or 0.1% which can be attributed to additional support for California Children's Services and for the Public Administrator/Public Guardian offset by a decrease of staff years related to the outsourcing of print services.

The Land Use and Environment Group (LUEG) proposes a net increase of 55.00 staff years or 3.7%. Agriculture Weights and Measures would increase by 9.50 staff years to support additional West Nile Virus and Avian Influenza testing, inspections, contract support, and lab support. Environmental Health would add 12.00 staff years for program development, field investigations, permit processing for new solid waste projects, project review, and to support the Vector Benefit Assessment program. Farm and Home Advisor proposes to add 0.5 staff years to fully fund a human resource position. Parks and Recreation would increase by 9.00 staff years which include park rangers and community center, administrative and maintenance support staff. Planning and Land Use proposes to increase by 15.00 staff years to staff a new fire prevention





program, to meet statutory and legal deadlines, for code enforcement, and to ensure compliance with the existing Regional Water Quality Control Board Municipal Permit. Public Works would increase by 9.00 staff years to support an increased volume of capital projects in the Road Fund, for increased Watershed Protection Program inspections, monitoring, outreach and enforcement activities, and to meet State recycling requirements in Inactive Waste.

The Community Services Group (CSG) reflects a proposed net reduction of 5.00 staff years or (0.5%). Animal Services proposes to add 4.00 staff years to reduce wait times for adoptions, to increase the number of adoptions, and to avoid euthanasia of healthy well-adjusted animals. The Registrar of Voters would increase by 7.00 staff years to implement the Help America Vote Act (HAVA), to process an increased volume of absentee ballots, for recruitment of bilingual poll workers, and for payroll and personnel activities. The Department of General Services proposes an increase of 2.00 staff years for facility maintenance needs related to the assumption of 200 additional jail beds at the East Mesa site. The Library proposes to increase by 2.00 staff years to provide increased literacy services. Purchasing and Contracting reflects a net decrease of 20.00 staff years

due to the outsourcing of the Records Management unit (21.00 staff years) and the addition 1.00 staff year in response to increased contracting activity.

The Finance and General Government Group proposes an increase of 3.50 staff years. The Auditor and Controller would increase by 2.00 staff years to sustain Continuous Audit Software (CAS) activities. The Chief Administrative Office (CAO) would increase by 0.50 staff years to fully fund a CAO Staff Officer position. County Counsel proposes to add 1.00 staff year for paralegal support. The Finance and General Government Group transferred 10.00 staff years to the Auditor and Controller for Oracle and KRONOS support with no impact on total staffing.

More detail on staff year changes can be found in each department/program section of the Operational Plan that follows.

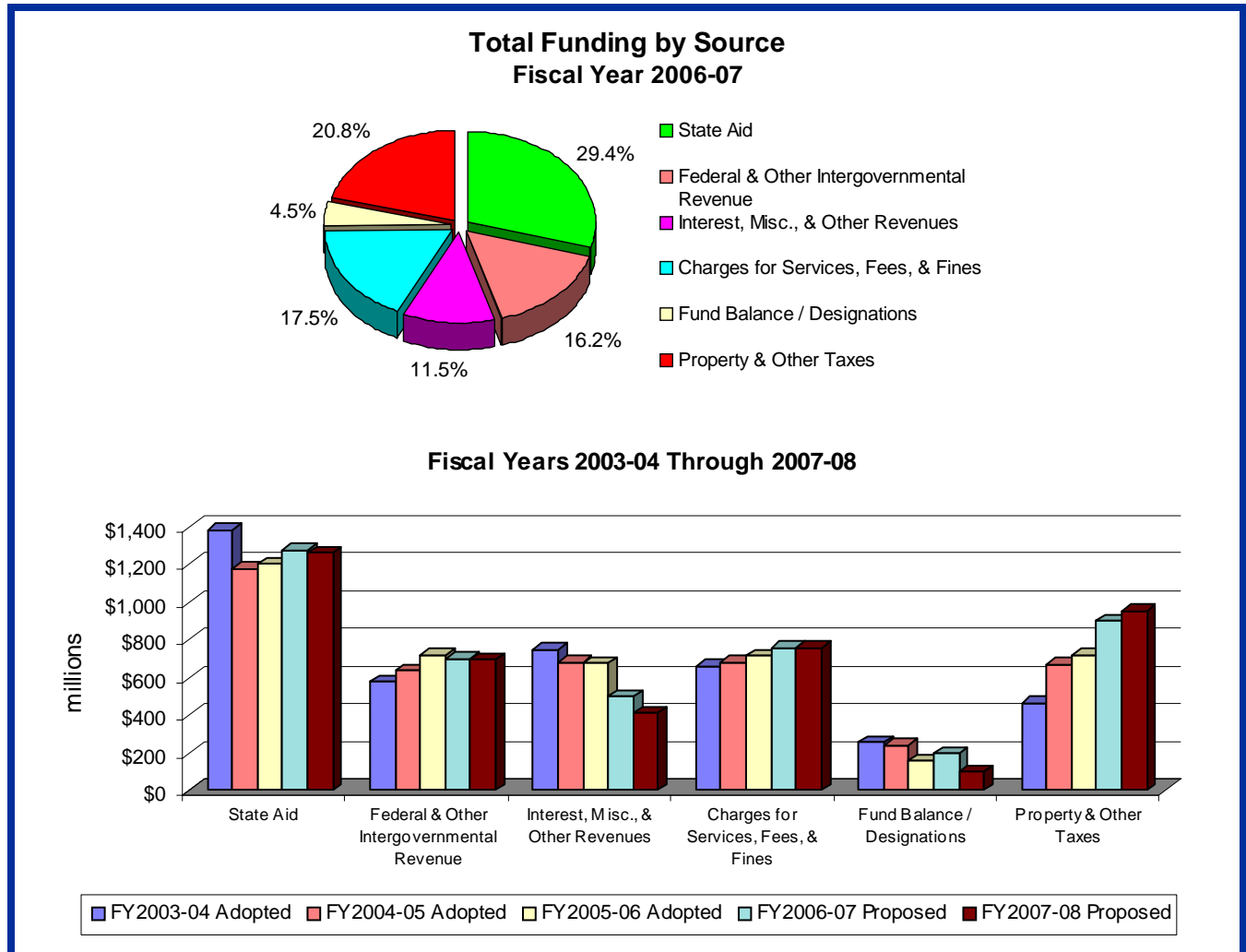
#### **Labor Agreements**

Two bargaining groups have agreements that extend through Fiscal Year 2006-07. Fiscal Year 2005-06 marked the end of five-year salaries and benefits agreements with most of the County's bargaining units and negotiations are under way to establish new agreements.

# All Funds: Total Funding Sources

## Total Funding by Source

Total resources available to support County services for Fiscal Year 2006-07 are expected to be \$4.33 billion, an increase of \$142.6 million or 3.4% from the Fiscal Year 2005-06 Adopted Operational Plan. Total resources are anticipated to decrease \$143.2 million or 3.3% in Fiscal Year 2007-08. For Fiscal Year 2006-07, State aid (\$1.27 billion), federal aid (\$617.0 million), and other intergovernmental revenue (\$84.5 million) combined supply 45.6% of the financing sources for the County's budget. Another 33.6% (\$1.45 billion) comes from the combination of charges for current services, interfund operating transfers, fund balance, licenses, permits and franchises, reserve/designation decreases, and other miscellaneous sources.





Total Funding by Source  
(in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
State Aid	\$ 1,382.5	\$ 1,178.5	\$ 1,205.6	\$ 1,274.4	\$ 1,262.0
Federal & Other Intergovernmental Revenue	578.1	636.7	717.3	701.5	697.2
Interest, Misc., & Other Revenues	747.8	678.9	675.5	498.5	412.1
Charges for Services, Fees, & Fines	661.2	682.3	714.6	756.4	759.7
Fund Balance / Designations	255.1	240.4	156.3	196.1	98.6
Property & Other Taxes	465.5	671.5	717.6	902.7	956.6
Total	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,329.5	\$ 4,186.3

Finally, locally generated taxes, including property tax, property tax in lieu of Vehicle License Fees (VLF), sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for 20.8% (\$902.7 million) of the financing sources for the County's budget.

The \$142.6 million proposed increase in the Fiscal Year 2006-07 Operational Plan is the net of increases in some funding sources and decreases in others. In the table above, State Aid, Charges for Services, Fees and Fines, Property and Other Taxes, and Fund Balance/Designations are expected to increase a combined \$335.4 million or an increase of 12.0%. Reductions totaling \$192.8 million in Federal Aid and Other Intergovernmental Revenue and Interest, Miscellaneous and Other Revenues represent a 13.8% projected decrease in these sources. The primary factor contributing to this decrease is a change in accounting for Realignment funding. Absent the Realignment accounting changes, total funding sources would be increasing by 11.1%. See the Interest, Miscellaneous & Other Revenues discussion below for more detail on the changes to operating transfers.

Looking at specific funding sources, State aid is expected to increase \$68.8 million overall in Fiscal Year 2006-07. This is largely due to increases in special fund revenues in Proposition 172 (\$20.5 million), Realignment (\$11.6 million), and an increase in Behavioral Health Services (\$40.4 million). See the Summary of General Fund Financing Sources for additional detail on the budgeting of the Realignment and Proposition 172 revenues in Fiscal Years 2006-2008.

Federal and Other Intergovernmental Revenue will decrease 2.9% (\$15.8 million) primarily due to the completion of grant funded programs for tree removal pursuant to Firestorm 2003 in Public Works, decreases in funding in Public Safety for Emergency Services due to the completion of grant funded activities associated with several State Homeland Security Grant Programs (SHSGP), and decreases in federal funding for Child Support Services. These decreases are offset by funding increases in Health and Human Services due to In-Home Supportive Services increased administration and personal provider costs, and in Child Welfare Services for support to Foster and Adoptive children.



## All Funds: Total Funding Sources

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Interest, Miscellaneous & Other Revenues are anticipated to decrease by a net of \$177.0 million, primarily as a result of changes in operating transfers. As mentioned briefly above, Realignment accounting was modified for the Fiscal Year 2006-07 budget. Starting in Fiscal Year 2006-07, Realignment revenue is being budgeted directly in the State aid account group of the General Fund and the Realignment Special Revenue Funds are eliminated, which results in the elimination of operating transfers into the General Fund (i.e., \$289.0 million in the Fiscal Year 2005-06 budget). These operating transfers were previously budgeted as Other Financing Sources in the General Fund and they were combined in the Interest, Miscellaneous & Other Revenue account group. Offsetting this decrease is additional operating transfers of \$93.8 million to the Capital Program from the General Fund to support the construction of a new Medical Examiner/County Veterinarian Building and for various projects in developmental stages including Otay Valley Regional Park Trails, Sweetwater Loop Trail, Lakeside Sports Park II, Escondido Creek Acquisitions, and San Luis Rey River Parkland Acquisitions. The other significant offset is from an anticipated \$18.6 million increase in operating transfers from the Proposition 172 Special Revenue Fund.

Charges for Services, Fees, and Fines increase by \$41.8 million; some of the increases across the County are in the County Technology Office due to one-time transition costs for the new IT outsourcing contract, General Services for increased cost reimbursement associated with utilities, fuel, parts and major maintenance projects, and for scheduled adjustments in various fees for services in the Land Use and Environment Group departments of Environmental Health, Planning and Land Use, and Public Works.

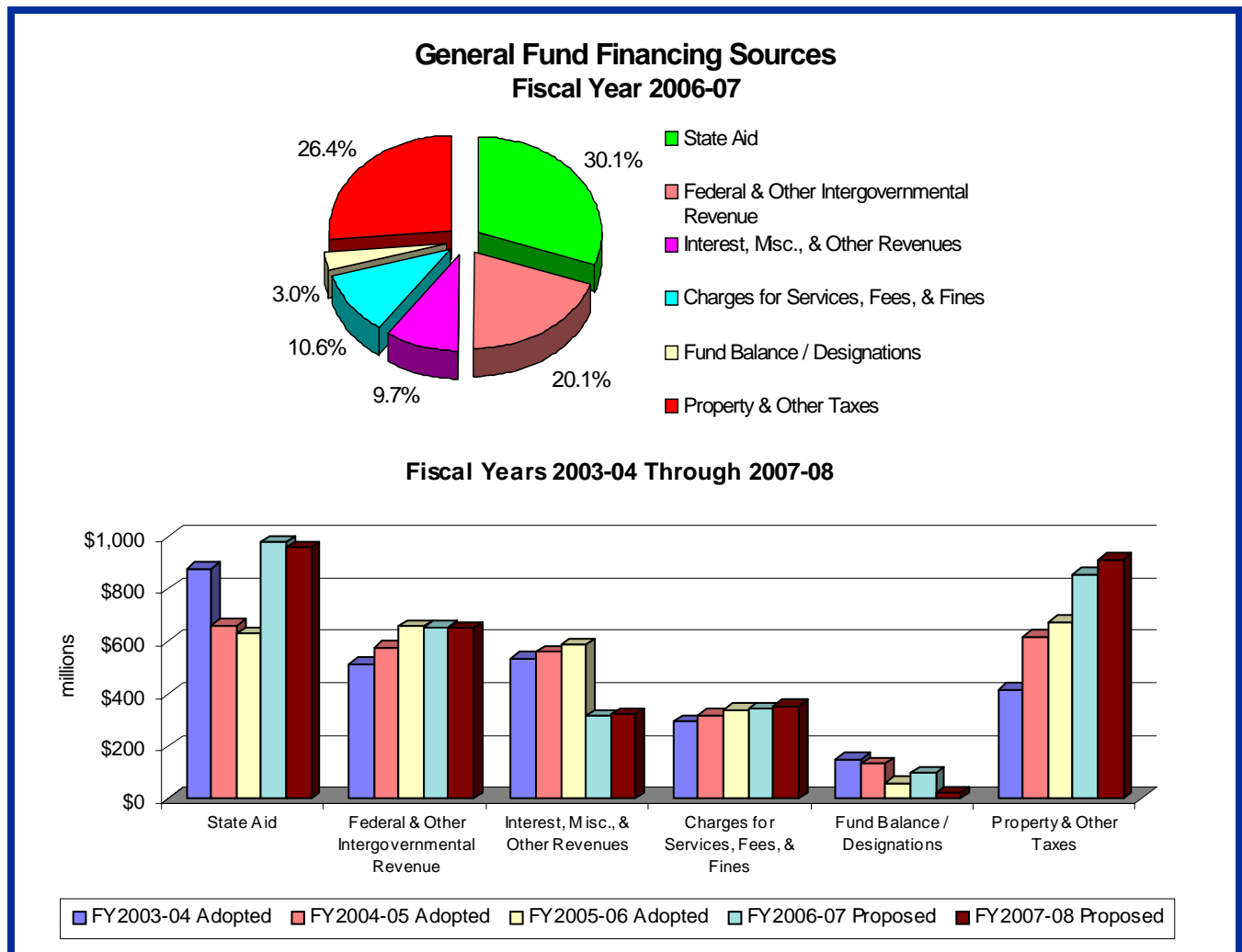
Property and other taxes increase by \$185.1 million, primarily in the General Fund, as a result of the active real estate market and a strong local economy. (See the section below on General Purpose Revenues by Source for more information on the General Fund impact of the changes in these funding sources.)

Finally, the use of Fund Balance and Reserves/Designations will increase by \$39.7 million in Fiscal Year 2006-07 due to normal fluctuations in one-time projects. The increase in fund balance is primarily in the General Fund. See the individual Group/Agency sections of this Operational Plan for the breakdown of financing sources by department. The following sections focus on General Fund financing sources.

# Summary of General Fund Financing Sources

## Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources are expected to total \$3.2 billion for Fiscal Year 2006-07, a \$301.3 million or 10.2% increase from Fiscal Year 2005-06. Total General Fund resources are expected to decrease by \$24.0 million or 0.7% in Fiscal Year 2007-08. The high growth rate for Fiscal Year 2006-07 is primarily because of the significant growth occurring in General Purpose Revenues in the General Fund as reflected primarily in the Property & Other Taxes grouping in the chart below. Also increasing are the use of Fund Balance, Charges for Services, and State aid (net of the accounting changes for Realignment discussed in the All Funds - Total Funding Sources section).





## Summary of General Fund Financing Sources

### General Fund Financing Sources (In millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
State Aid	\$ 878.3	\$ 660.6	\$ 628.6	\$ 978.2	\$ 956.6
Federal & Other Governmental Aid	513.4	577.9	656.7	652.6	651.4
Interest, Misc., & Other Revenues	534.8	560.5	586.5	315.6	323.2
Charges for Services, Fees, & Fines	293.6	319.7	338.4	344.4	353.8
Fund Balance/Reserves	149.2	133.2	60.2	97.7	23.3
Property & Other Taxes	415.7	617.8	673.5	856.8	912.8
Total	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 3,245.2	\$ 3,221.2

The contraction in Fiscal Year 2007-08 is largely due to a projected drop in intergovernmental revenues and a reduction in the use of fund balance offset in part by growth in the property and other taxes category. Overall, the previous three fiscal years saw growth rates of 4.4% or \$116.6 million in Fiscal Year 2003-04, 3.0% or \$84.5 million in Fiscal Year 2004-05, and 2.6% or \$74.3 million in Fiscal Year 2005-06.

The charts and table above show the same breakdown of financing sources by account group as shown for all funds combined (see page 34). The large jump in State Aid in

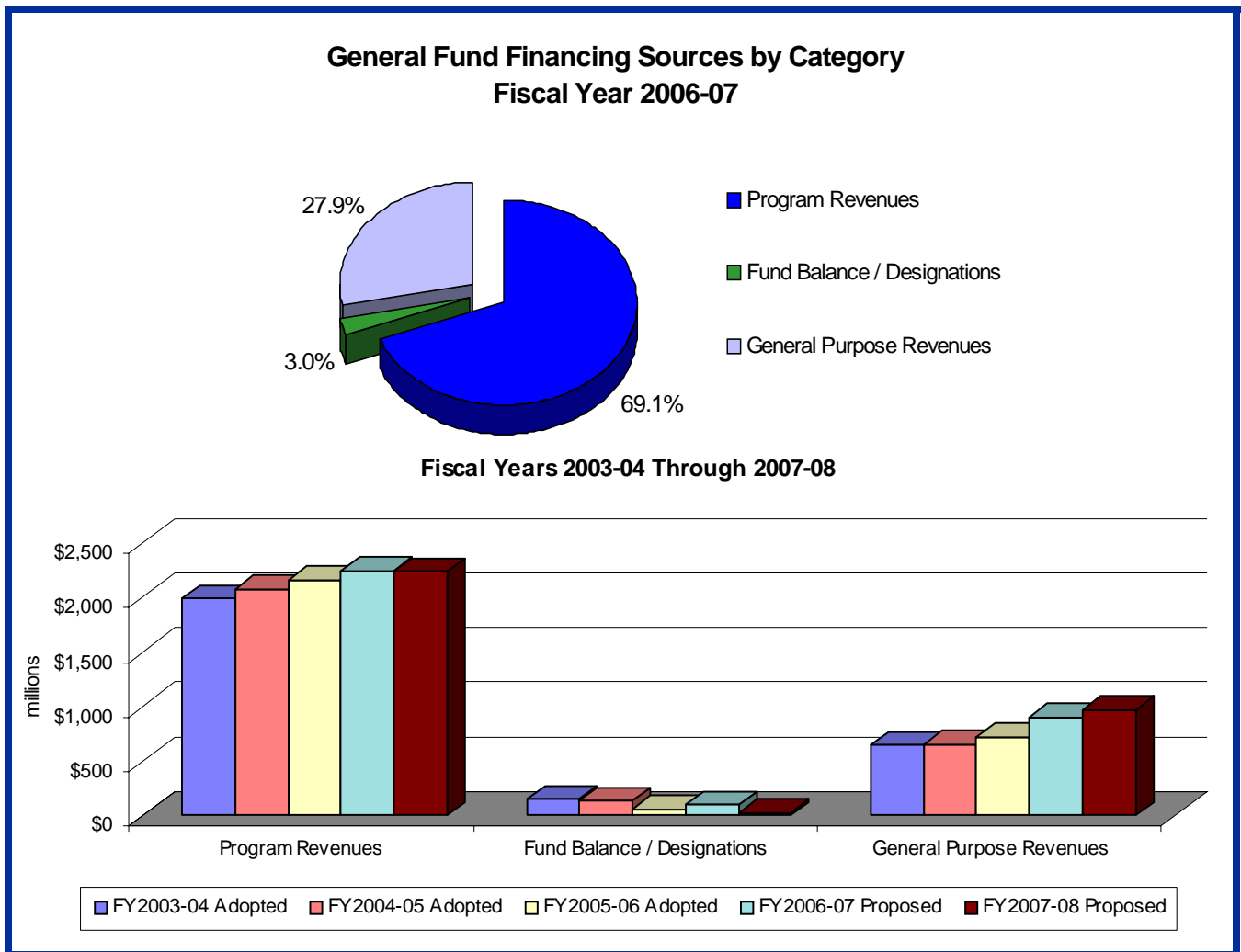
Fiscal Year 2006-07 and corresponding drop in the Interest, Miscellaneous & Other Revenues account group is primarily caused by the reclassification of Realignment revenues as a result of discontinuing the Realignment Special Revenue Funds. The growth in Property & Other Taxes is discussed in the General Purpose Revenues by Source section below.

The following sections provide a further discussion of General Fund financing sources.



**General Fund Financing Sources by Category**

Another way to look at General Fund Financing Sources is according to how they are generated, and from that viewpoint, they can be categorized as one of three funding types: Program Revenues, General Purpose Revenues, or Fund Balance (including reserve/designation decreases).





## Summary of General Fund Financing Sources

### General Fund Financing Sources by Category (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Program Revenues	\$ 1,989.3	\$ 2,078.9	\$ 2,162.7	\$ 2,241.1	\$ 2,234.3
Fund Balance / Designations	149.2	133.2	60.2	97.7	23.3
General Purpose Revenues	646.6	657.4	721.0	906.3	963.6
Total	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 3,245.2	\$ 3,221.2

**Program Revenues**, as the name implies, are dedicated to and can be used only for the specific programs with which they are associated. These revenues make up 69.1% of General Fund Financing Sources in Fiscal Year 2006-07, and are derived from State and federal subventions and grants, charges and fees earned from specific programs, Proposition 172- Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Program Revenues are projected to increase by 3.6% over the Fiscal Year 2005-06 Adopted Budget. The average annual growth for the last three years was 3.0%. State, federal, and other intergovernmental funds of \$1.63 billion in Fiscal Year 2006-07 comprise 73% of Program Revenues. Adjusting for the Realignment accounting changes, intergovernmental funds maintain roughly the same percentage of program revenues as in Fiscal Year 2005-06 (59%). The largest single sources of Program Revenues include:

- **Realignment Revenues** (\$315.9 million in Fiscal Year 2006-07 and \$326.4 million in Fiscal Year 2007-08) are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these changes. While generally considered successful, the slowdown in the economy between Fiscal

Years 2000-01 and Fiscal Years 2002-03 caused the dedicated revenue stream to lag behind caseload growth. The annual growth from Fiscal Year 2000-01 to Fiscal Year 2002-03 was only 1.3%. However, between Fiscal Years 2002-03 and Fiscal Years 2005-06, revenue growth improved allowing for an annual average growth of 6.6% over the three years. An increase of 3.8% is projected for Fiscal Year 2006-07, and an increase of 3.3% is projected in Fiscal Year 2007-08.

- **Proposition 172-Public Safety Sales Tax Revenues** (\$239.0 million in Fiscal Year 2006-07 and \$247.8 million in Fiscal Year 2007-08) support core programs and services of three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent increase in the Statewide sales tax that was approved by the voters in 1993 and is distributed to counties and cities based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In Fiscal Year 2001-02, revenues generated were 4.2% below actuals received in Fiscal Year 2000-01 due to reduced Statewide taxable sales. During Fiscal Years 2002-03, 2003-04, and 2004-05 these revenues increased by 6.1%, 10.3%, and 10.4% respectively. For Fiscal Year 2006-07 a projected increase of 9.4% is budgeted and for Fiscal Year 2007-08 an increase of 3.6% is expected. These amounts are based on projections of Statewide sales tax receipts and projections of San Diego County's proportionate share





of Statewide sales tax receipts. Also proposed for Fiscal Year 2006-07 is the use of \$0.7 million in carryover funds received but not appropriated in the previous fiscal year for specific one time uses in the designated departments.

- **Tobacco Settlement Revenues** (\$31.3 million in Fiscal Year 2006-07 and \$24.2 million in Fiscal Year 2007-08) 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 in 1998. The agreement provided over \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. These proceeds will enable the County to fund approximately \$24.2 million of health care programs annually through approximately 2020. The \$31.3 million budgeted to be utilized in Fiscal Year 2006-07 reflects \$7.1 million in one-time, non-securitized Tobacco Settlement funds and \$24.2 million in Securitized Tobacco funds.

**General Purpose Revenues** make up 27.9% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 43.

**Fund Balance/Designations**, including reserve/designation decreases, represents 3.0% of General Fund Financing Sources in Fiscal Year 2006-07. This resource is used for

one-time expenses, not for the support of ongoing operations. Fund Balance is the result of careful management of resources Countywide in past years. The County typically does not utilize all of the anticipated fund balance in preparing its Operational Plan. Instead, needs for one-time resources are assessed on a continuing basis and proposals are brought to the Board during the fiscal year on an individual basis or as part of quarterly budget status reports. The County of San Diego's audited unreserved, undesignated Fund Balance was \$225.9 million at the end of Fiscal Year 2000-01, \$234.6 million after Fiscal Year 2001-02, \$269.0 million after Fiscal Year 2002-03, \$215.4 million after Fiscal Year 2003-04, and \$264.2 million after Fiscal Year 2004-05.

In the Proposed Operational Plan, General Fund fund balance is used as the funding source for various one-time or project-specific purposes:

- Emergency Operations Center (EOC) upgrades,
- Camp Westfork restoration,
- Unanticipated facility maintenance needs,
- Activities related to transition of Court facilities to the State,
- Business Continuity Planning,
- County Medical Services one-time needs,
- Parks paving,
- GP2020/Zoning Ordinance support,
- Various capital projects in developmental stages, including Otay Valley Regional Park Trails, Sweetwater Loop Trail, Lakeside Sports Park II, Escondido Creek Acquisitions, San Luis Rey River Park land Acquisitions, and CAC Waterfront Park,
- Support for the enterprise-wide Documentum document management system,
- The required match for the multi-year Stormwater grant,
- Funding for future year Contribution to Trial Court undesignated fee payments,

## Summary of General Fund Financing Sources

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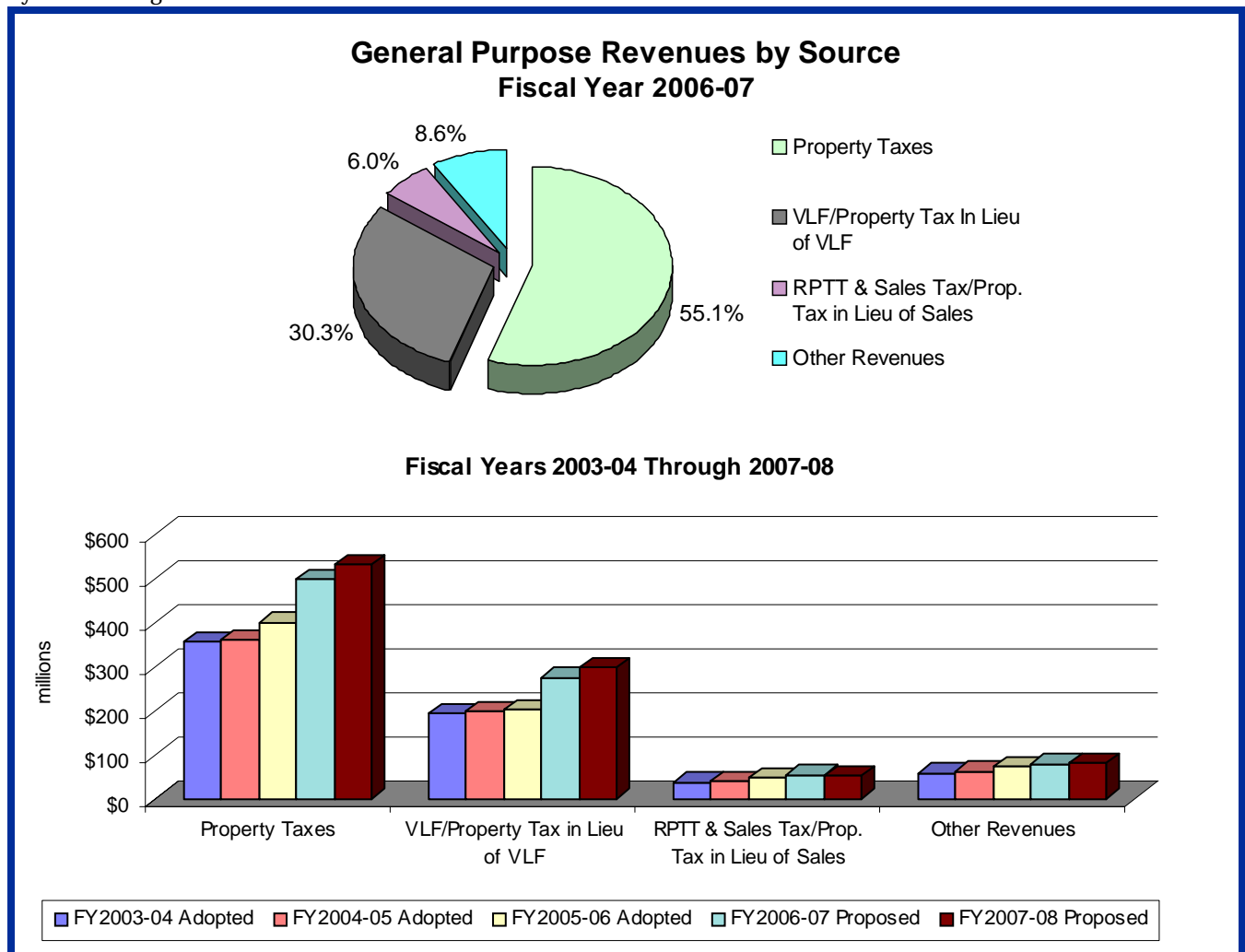


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- Management Reserves,
  - Offsets for the costs of processing building permits for victims of Firestorm 2003,
  - One-time technology projects, and
  - Awarding Community Projects grants.

# General Purpose Revenues

## General Purpose Revenues by Source

General Purpose Revenues for Fiscal Years 2006-07 and 2007-08 are projected at \$906.3 million and \$963.6 million respectively. As noted above, they represent approximately 27.9% of General Fund Financing Sources. The revenues come from property taxes (current and delinquent secured, unsecured, and supplemental), property tax in lieu of vehicle license fees (VLF), sales taxes (and property tax in lieu of sales tax), real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues.





General Purpose Revenues by Source (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Property Taxes	\$ 356.2	\$ 359.6	\$ 400.5	\$ 499.3	\$ 530.7
VLF/Property Tax in Lieu of VLF	195.0	196.9	200.5	274.5	298.7
RPTT & Sales Tax/Prop. Tax In Lieu of Sales Tax	37.0	38.6	47.6	54.2	52.9
Other Revenues	58.4	62.4	72.5	78.4	81.4
<b>Total</b>	<b>\$ 646.6</b>	<b>\$ 657.4</b>	<b>\$ 721.0</b>	<b>\$ 906.3</b>	<b>\$ 963.6</b>

The growth in these revenues is principally affected by the local and State economies. While the growth in General Purpose Revenues has averaged 6.2% annually since Fiscal Year 2000-01, for Fiscal Year 2006-07, an overall growth rate of 25.7% (\$185.3 million) is estimated compared to the Fiscal Year 2005-06 Adopted Operational Plan. The high rate of growth from Fiscal Year 2005-06 is due to a combination of unique circumstances and is not indicative of projected outer year revenue growth. Details about these increases are discussed below.

**Property Tax Revenues**, (\$499.3 million in Fiscal Year 2006-07 and \$530.7 million in Fiscal Year 2007-08), including current secured, current supplemental, and current unsecured, at 55.1% of the total, is the most

significant source of General Purpose Revenues. For Fiscal Year 2006-07, property tax revenue is forecast to be \$98.8 million or 24.7% higher than budgeted for Fiscal Year 2005-06. \$27.5 million of that growth is due to the restoration of property tax that was shifted to schools under a two year agreement with the State. The remainder of the anticipated growth is related to the strong real estate market. Current secured property tax revenues are forecasted based on a projected 11% increase in assessed value compared to over 13% actual growth for Fiscal Year 2005-06. The following table presents a summary of property tax revenues.

Property Tax Summary (in millions)

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Estimated Actual	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Current Secured	\$ 373.0	\$ 382.7	\$ 452.2	\$ 487.9
Current Supplemental	13.0	31.0	31.7	27.4
Current Unsecured	14.5	15.4	15.3	15.3
<b>Total</b>	<b>\$ 400.5</b>	<b>\$ 429.0</b>	<b>\$ 499.3</b>	<b>\$ 530.7</b>



Supplemental property taxes, which are derived from additions to the tax roll during the year, are more difficult to predict. The actual amount of these revenues in Fiscal Year 2005-06 is expected to be over twice the amount budgeted as a result of a change in the distribution formula combined with a sustained strong growth in assessed values from an active real estate market. The change in the distribution formula shifted more supplemental taxes to the County as a result of the recent property tax in lieu of VLF legislation.

With economists projecting more moderate growth in employment and income levels and slowing housing value increases, property tax revenue growth of 6.3% or \$31.4 million is expected in Fiscal Year 2007-08.

**Property Tax in Lieu of Vehicle License Fees (VLF)** comprises 30.3% (an estimated \$274.5 million) of projected General Purpose Revenues in Fiscal Year 2006-07 and 31.0% (\$298.7 million) in Fiscal Year 2007-08. This revenue source replaced the previous distribution of vehicle license fees to local governments. In Fiscal Year 2004-05, the State established initial allocations from the VLF Property Tax Compensation Fund to cities and counties.

For Fiscal Year 2005-06, VLF revenues were budgeted conservatively at \$200.5 million due to lack of information from the State at the time to support a higher estimate. Subsequent to budget adoption, the State calculated allocations for Fiscal Year 2005-06 based on a formula that took into account adjusted actual allocations for Fiscal Year 2004-05 and growth in the County's gross taxable assessed value. Information on the adjusted actuals was released on October 14, 2005 and the County received a \$17.7 million positive true-up adjustment for Fiscal Year 2004-05. The published assessed value growth factor for 2005-06 was 13.3%, which established the County's 2005-06 property tax in lieu of vehicle license fee base at \$247.3 million. Per the implementing legislation, future year revenue levels will now be based on the growth in gross taxable assessed value. Property Tax in Lieu of VLF revenues in Fiscal Year 2006-07 are based on an anticipated growth rate of 11.0%, and Fiscal Year 2007-08 growth is estimated at 8.8%.

**Sales & Use Tax Revenue & In Lieu Local Sales & Use Tax**, (\$23.5 million in Fiscal Year 2006-07 and \$24.2 million in Fiscal Year 2007-08) represents about 2.6% of General Purpose Revenues and 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. These amounts reflect both the Sales Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred from the Educational Revenue Augmentation Fund (ERAF). The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. AB7 X1, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15 billion in bonds authorized by Proposition 57 (March 2004) to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. The Fiscal Year 2005-06 In Lieu Local Sales and Use Tax figures were reduced based on a settle up of the 2004-05 initial allocations. This adjusted the allocation on a one-time basis. Retail sales remain relatively strong in the unincorporated area with a before-triple-flip-adjustment sales tax growth of \$2.3 million (10.7%) projected over the Fiscal Year 2005-06 Adopted Operational Plan. Sales Tax growth, including the triple flip adjustment amount, in Fiscal Year 2007-08 is anticipated to be \$0.7 million (3.0%) over Fiscal Year 2006-07.

**Real Property Transfer Tax Revenue (RPTT)** for Fiscal Year 2006-07 is projected at \$30.7 million, a 16.6% (\$4.4 million) increase over the Fiscal Year 2005-06 Adopted Operational Plan, reflecting growth primarily in residential sales activity as well as in the industrial and retail sectors. A decrease of \$2.0 million or 6.7% is expected in Fiscal Year 2007-08. The anticipated drop in Fiscal Year 2007-08 revenues is based on anticipated slowing in housing turnover and new construction. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding \$100 in value are sold and granted, assigned,



## General Purpose Revenues

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transferred or conveyed to the purchaser. The tax rate, set by the State, is \$1.10 per \$1,000 of assessed valuation. The County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated areas.

**Other Revenues** for Fiscal Year 2006-07 are expected to total \$78.4 million and increase to \$81.4 million in Fiscal Year 2007-08. The Fiscal Year 2006-07 amount represents an 8.1% or \$5.9 million increase over the Fiscal Year 2005-

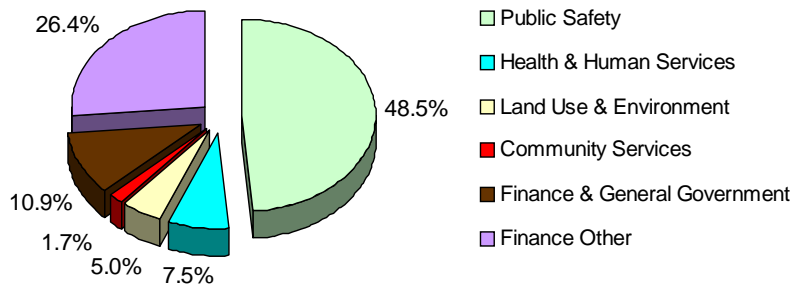
06 Adopted Budget total. Various revenue sources make up this category including interest on deposits, fines, fees and forfeitures, redevelopment agency tax increment, prior year adjustments on property taxes, franchise revenue, aid from the City of San Diego in lieu of booking fees, and other miscellaneous revenues. The increased revenues are primarily due to growth in prior year secured supplementals and penalties and costs related to delinquent taxes.



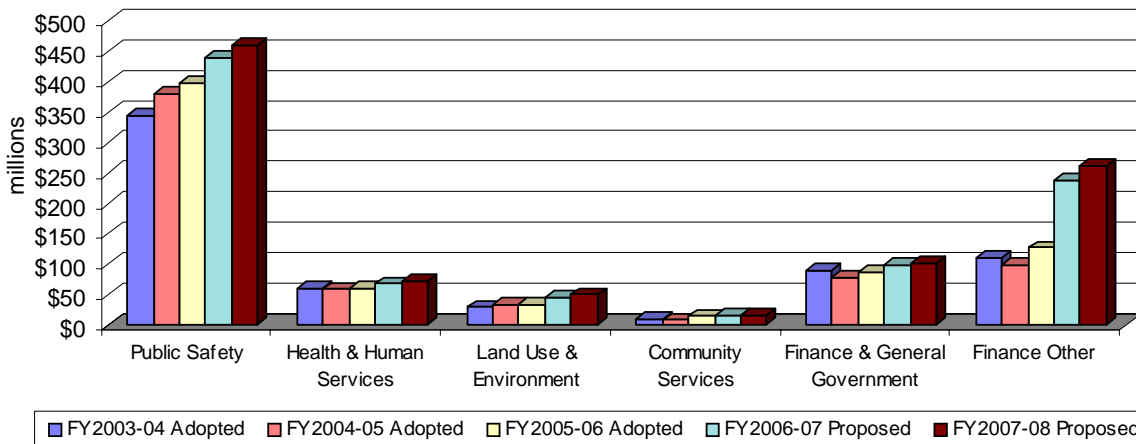
**Allocation of General Purpose Revenues by Group**

General Purpose Revenues (GPR) are allocated annually based on an analysis of available program revenues, federal/State service delivery mandates, and the priorities and strategic direction set by the Board of Supervisors. The Public Safety Group, at 29.8% of the County's total budget, is proposed to receive 48.5% of the County's General Purpose Revenues in Fiscal Year 2006-07. By contrast, the Health & Human Services Agency's budget represents 37.3% of the County total, but receives 7.5% of the General Purpose Revenues.

**General Purpose Revenue Allocation  
by Group/Agency  
Fiscal Year 2006-07**



**Fiscal Years 2003-04 Through 2007-08**





General Purpose Allocations by Group/ Agency (in millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
Public Safety	\$ 345.8	\$ 379.5	\$ 398.5	\$ 439.5	\$ 460.9
Health & Human Services	59.5	58.9	60.1	68.0	72.4
Land Use & Environment	29.3	33.3	34.4	45.8	50.1
Community Services	10.1	8.6	14.4	15.8	16.0
Finance & General Government	90.1	77.8	86.9	98.5	102.6
Finance Other	111.7	99.3	126.7	238.9	261.5
Total	\$ 646.5	\$ 657.4	\$ 721.0	\$ 906.3	\$ 963.6

In Fiscal Year 2006-07, the proposed GPR allocations increase by \$185.3 million, matching the increase in General Purpose Revenues. Fiscal Year 2007-08 allocations are proposed to increase an additional \$47.3 million.

Increased allocations in Fiscal Year 2006-07 are planned to be used to fund such items as anticipated or negotiated salaries and benefits increases, equipment and services to maintain readiness and safety in the Sheriff's department, effective representation of indigent clients in the Public Defender's and Alternate Public Defender's offices, re-opening a dorm at Camp Barrett run by the Probation Department, expanded eligibility for County Medical Services, the loss of federal foster care revenue for the A.B. and Jessie Polinsky Children's Center, and additional support for the Public Administrator/Public Guardian. In addition, the increased allocations will provide funding for readiness planning for a potential Pandemic Flu outbreak, the County's new fire prevention program, critical programs

in Agriculture, Weights and Measures, park and trails maintenance programs in Parks & Recreation, the Watershed Protection Program in Public Works, improved recruitment and retention of poll workers in the Registrar of Voters' Department, and reducing adoption wait times in the Department of Animal Services. Further, the increased allocations will offset the loss of funding from the State for the Property Tax Administration grant, increase funding for the Multiple Species Conservation Program (MSCP) land acquisition, fund the construction of a new Medical Examiner/County Veterinarian Building, and increase the County's contingency reserve. Further detail is provided in the Group/Agency and Department sections that begin on page 71. The above charts and table show the amount of General Purpose Revenues proposed to be used to support each Group/Agency for Fiscal Years 2006-07 and 2007-08 compared to the three prior fiscal years.



# Capital Projects

## Capital Projects

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

### Capital Appropriations

	Dollar Amount	Number of Projects
<b>Appropriation Increases for New &amp; Existing Capital Projects (2006–2007)</b>		
Capital Outlay Fund	\$ 98,800,000	8
Total—New Projects	\$ 98,800,000	8
<b>Projects Underway</b>		
Public Safety Group	\$ 19,840,257	20
Health & Human Services Agency	63,707,869	7
Land Use & Environment Group	47,739,564	110
Community Services Group	2,714,839	22
Finance & General Government Group	1,757,737	2
Total—Projects Underway	\$ 135,760,266	161
Grand Total	\$ 234,560,266	169

The Capital Program section of this Operational Plan on page 387 highlights major projects and includes a schedule of lease-purchase payments related to previously completed debt financed projects.

# Projected Reserves and Resources

## Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2005 and proposed as of July 1, 2006.

### Projected County Reserves and Resources (in millions)

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget
General Reserve	\$ 55.5	\$ 55.5
General Fund Contingency Reserve-Operations	15.6	20.0
Group/Agency Management Reserves	17.3	35.3
Debt Service Reserves	22.2	22.3
Environmental Trust Fund Reserves	75.6	64.5
Endowment Fund Tobacco Securitization SR	330.6	312.1
Workers' Compensation Reserve	37.4	41.4
Public Liability Reserve	19.5	19.5
<b>Total County Reserves and Resources</b>	<b>\$ 573.7</b>	<b>\$ 570.6</b>

### Fund Balance Designations (General Fund only, in millions)

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget
Designated-E10K Complex	\$ 2.2	\$ 0.0
Designated-Sheriff Capital Project	3.0	6.0
Designated-Dept. of Voter Registration	0.0	1.2
Designated-Planning and Land Use	2.0	1.5
Designated-Environmental Health	3.4	5.4
Designated - HA Kearney Mesa Lease	0.0	0.9
<b>Total Fund Balance Designations</b>	<b>\$ 10.6</b>	<b>\$ 15.0</b>

**General Reserve** — The \$55.5 million is set aside for any unforeseen catastrophic situations. By law, except in cases of a legally declared emergency, the General Reserve may only be established, cancelled, increased or decreased at the time of adopting the budget.

**General Fund Contingency Reserve** — The Contingency Reserve holds appropriations for unforeseen operational uncertainties during the fiscal year.



**Group/Agency Management Reserves**— Appropriations established at the Group/Agency or department level to fund unanticipated items during the fiscal year.

**Debt Service Reserves**— These amounts represent the portion of bond proceeds for various County certificates of participation that are set aside in a reserve. These amounts provide assurance to the certificate holder that amounts are available in a reserve should the County not be able to make a lease payment from currently budgeted resources.

**Environmental Trust Fund Reserves**— Proceeds from the sale of the County's Solid Waste System on August 12, 1997 were set aside in trust to fund inactive/closed site management for approximately 30 years.

**Tobacco Securitization Endowment Fund**— The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of \$466 million. Based on current assumptions of portfolio yield, these proceeds will enable the County to fund approximately \$24.2 million of health care programs annually through approximately 2020.

**Workers' Compensation Reserve**— Established for Workers' Compensation Claims liability. This reserve is reviewed annually. For Fiscal Year 2006-07, \$4.0 million is scheduled to be added to the Workers' Compensation Reserve.

**Public Liability Reserve**— Established to reflect contingent liabilities. An annual actuarial assessment is done to validate that the County is maintaining sufficient reserves. As of July 1, 2006, the cash in the fund is projected to exceed the actuarial requirement by \$9.0 million.

**Fund Balance Designations (General Fund only)**— The Board has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon

whether the funds are being accumulated for later use or are being used because of fluctuating workloads or to make scheduled payments over a limited time. The current designations include the following:

- **Designated-E10K Complex**— This designation is for the first few years of the maintenance and support costs for the Enterprise Resource Planning system server complex as the County transitions from its previous mainframe and legacy systems environment. The remaining \$2.2 million is scheduled to be used in Fiscal Year 2006-07.
- **Designated-Sheriff Capital Project**— Established in Fiscal Year 1999-2000, this designation is for future departmental capital expenditures.
- **Designated-Dept. of Voter Registration**— This designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions.
- **Designated-Planning and Land Use**— The Building/Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use (DPLU) customers is used only to fund expenses related to building permit activities.
- **Designated-Environmental Health**— In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established this fund balance designation to set aside any excess revenue over cost each fiscal year, for use in a subsequent fiscal year when costs exceed revenue. The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.
- **Designated-HA Kearney Mesa Lease**— This designation was established in Fiscal Year 2005-06 to pay the remaining annual lease payments for the Housing Authority office building located in the Kearney Mesa



## Projected Reserves and Resources

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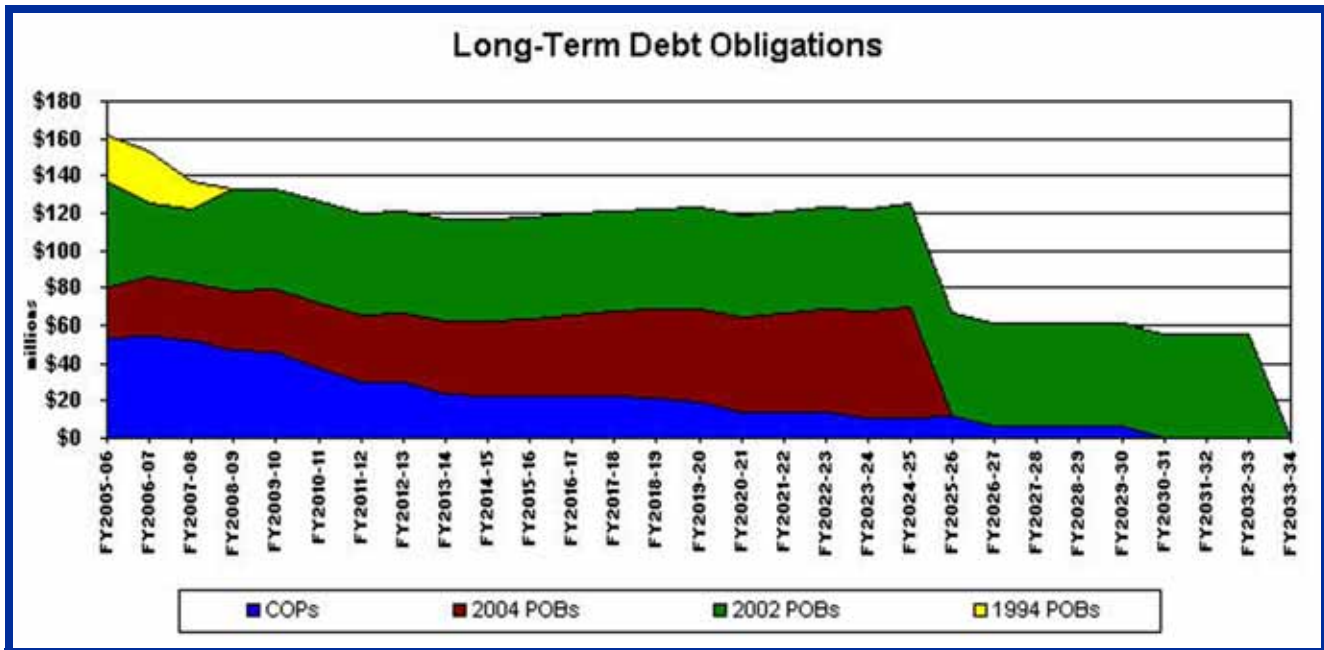
area of San Diego. These payments will be made from the General Fund from Fiscal Year 2006-07 through Fiscal Year 2012-13.

# Long- and Short-Term Financial Obligations

## Long-Term Obligations

The County has no outstanding general obligation bonds. The County's outstanding long-term principal bonded debt as of March 1, 2006 is:

Outstanding Principal Bonded Debt (in millions)	
	Dollar Amount
Certificates of Participation	\$ 372.3
Pension Obligation Bonds	1,231.3
Redevelopment Agency Revenue Bonds	16.0
<b>Total</b>	<b>\$ 1,619.6</b>



The chart above shows the County's scheduled long-term obligations payments through Fiscal Year 2033-34, which include certificates of participation (COPs) and taxable

pension obligation bonds (POBs). The following discussion explains the nature and purpose of each of these and other long-term financing instruments used by the County.



**Certificates of Participation (COPs)** 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.

**Taxable Pension Obligation Bonds (POBs)** have been issued on three occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than make actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings of the assets of the fund, and retiree benefits. POBs totaling \$430.4 million were first issued by the County in February 1994.

The County then issued \$737 million of POBs on October 3, 2002, of which \$550 million went to the San Diego County Employees Retirement System (SDCERA) to reduce the UAAL. The remaining proceeds were used to escrow a portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

In June of 2004, the County of San Diego issued a third series of taxable POBs in the amount of \$454.1 million, of which \$450.0 million went to SDCERA, thus reducing the unfunded accrued actuarial liability. The remaining proceeds were used to pay for related costs of issuance.

On September 27, 2004, the County of San Diego deposited approximately \$63.5 million with BNY Western Trust Company (acting as trustee), of which \$45.9 million was General Fund money. Such funds were invested in an

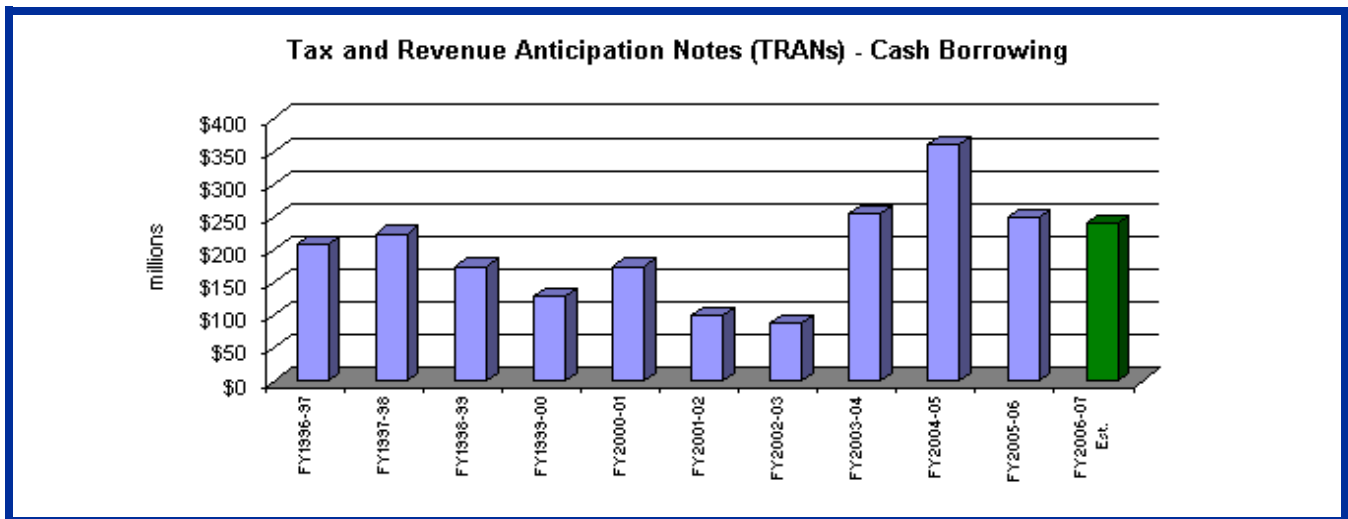
Investment Agreement entered into by BNY Western Trust Company and an obligor. The obligations of the obligor under the Investment Agreement are guaranteed by American International Group, Inc. (AIG), which has been assigned long-term credit ratings from Moody's Investors Service and Standard & Poor's Rating Services of "Aaa" and "AAA," respectively. Under the Investment Agreement, the obligor is required to make payments to BNY Western Trust Company in July of each 2006 and 2007 in amounts which will be sufficient to meet the County's remaining annual payment obligations to a counterparty under a Debt Service Forward Sale Agreement currently in effect for the County's Taxable Pension Obligation Bonds, Series A (the "1994 POBs") until the final maturity of the 1994 POBs on August 15, 2007. In exchange for the County's annual payments, the Forward Sale Agreement requires the counterparty thereto to deposit securities (which must be non-callable obligations issued or guaranteed by the United States of America or certain instrumentalities or agencies of the United States of America) into the Bond Fund relating to the 1994 POBs, the cash flows of which are sufficient to pay each scheduled payment of principal and interest on the 1994 POBs during the applicable fiscal year.

The 1994 POBs will remain outstanding until their regularly scheduled maturities; if the obligor under the Investment Agreement, and AIG under its related guaranty, or the counterparty to the Forward Sale Agreement defaults in its respective obligations for any reason, the County remains obligated to make any affected payment of principal and interest on the 1994 POBs.

**Redevelopment Agency Revenue Bonds** were issued on September 12, 1995, by the County of San Diego Redevelopment Agency in the amount of \$5.1 million and are obligations of the Agency. The proceeds were used by the Agency to finance the construction of public improvements at Gillespie Field Airport. The Redevelopment Agency completed another bond issue on December 22, 2005 for \$16 million. The funds are being used to refund outstanding 1995 Agency bonds, pay bond



cost of issuance expenses, fund a required debt service reserve account, fund an Agency contingency reserve, and repay Airport Enterprise Fund (AEF) loans.



### Short Term Obligations

During the course of the fiscal year, the County experiences temporary shortfalls in cash flow due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANS). In addition, the County has borrowed in the past to support the Teeter Plan, as defined in the following section.

**Tax and Revenue Anticipation Notes (TRANS)** for Fiscal Year 2005-06 were issued in the principal amount of \$250.0 million. The chart above shows TRANS borrowing for the

past 10 years. The County intends to borrow approximately \$240.0 million through the TRANS program in Fiscal Year 2006-07.

**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. For Fiscal Year 2005-06, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, \$58.0 million was borrowed for this purpose. The County does not foresee the need to borrow additional cash to fund this program in Fiscal Year 2006-07.

# Credit Rating and Long-Term Obligation Policy

## Credit Rating and Long-Term Obligation Policy

The County of San Diego's credit ratings are:

### Credit Ratings

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

### Credit Rating

The last long-term review by the three rating agencies was during the issuance of the County's \$28.2 million of Certificates of Participation for the North and East County Justice Facilities Refunding in 2005. All three rating agencies affirmed the County's ratings as listed above. In Moody's August 2005 credit research report, Moody's stated that "The County's high ratings are based on its large and growing tax base reflective of its strong local economy, its sound financial position, and its manageable debt profile."

The last short-term analysis by the rating agencies was during the May and June 2005 short-term borrowing program whereby the County received the ratings of MIG-1, SP1+ and F1+ from Moody's, Standard & Poor's, and Fitch Ratings respectively. These are the highest short-term ratings possible.

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

### Long-Term Obligation Policy

The County incurs short- and long-term obligations to benefit the residents of the County of San Diego. Therefore, the management of the County's obligations are an important component of the County's financial management. In order for decision makers such as the Chief Administrative Officer, Board of Supervisors, and County departments to make decisions, parameters need to be set to avoid inconsistencies in goals, existing policy, and to avoid case by case situations. The County Board of Supervisors adopted Board Policy B-65, Long-Term Obligations Management on August 11, 1998. This policy, along with the rating agencies' analysis, has been the foundation for the issuance and management of the County's long-term obligations. The policy centralizes the issuance, information, and post-closure requirements for long-term obligations. Key points included in the policy are:

- All long-term obligations must be approved by the Board of Supervisors after approval by the Debt Advisory Committee. Accompanying each long-term financial obligation will be a cost benefit analysis, the identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the County's credit rating;





- Long-term financial obligations will not be used to meet current operations;
- Variable rate exposure will not exceed 15% of the County's outstanding long-term obligations;
- The County shall comply with all ongoing disclosure requirements;
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the US Treasury to avoid the loss of tax exempt status; and

- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

The County is also a conduit issuer on various financings, whereby the County issues tax-exempt long-term indebtedness on behalf of a qualifying entity that is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is not considered to be a debt of the County.

The chart on the following page reflects the County's outstanding conduit issuances:



Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
<b>Conduits</b>			
1998 Sharp	2028	\$ 112,020	\$ 98,970
1998 San Diego Natural History Museum	2028	15,000	13,500
2000 San Diego Museum of Art	2030	6,000	6,000
2000 Salk Institute	2031	15,000	13,785
2001 University of San Diego	2041	36,870	33,230
2002 San Diego Imperial Counties	2027	10,750	10,000
2003 Chabad	2023	11,700	10,820
2003 San Diego Jewish Academy	2023	13,325	12,790
2004 Bishop School	2044	25,000	25,000
2004 Museum of Contemporary Art	2034	13,000	13,000
2005 Sidney Kimmel Cancer Center	2031	24,500	24,500
2005 Burnham Institute for Medical Research	2034	59,405	59,405
Total Conduits		\$ 342,570	\$ 321,000
<b>Housing</b>			
1999 Laurel Village Apartments	2014	\$ 1,670	\$ 1,030
2001 Village West	2031	4,438	4,150
2002 Spring Valley	2020	3,250	3,101
Total Housing		\$ 9,358	\$ 8,281
<b>Reassessment Bonds</b>			
1997 4-S Ranch Reassessment District Bonds	2012	\$ 21,755	\$ 16,885
Total Reassessment Bonds		\$ 21,755	\$ 16,885

**Authority to Finance and Bond Ratios**

The following table lists the statutes authorizing the County of San Diego to issue short- and long-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All short- and long-term obligations must be issued to conform with State and local laws and regulations. The basic constitutional authority for State and local entities to issue



short- and long-term obligations is in the Tenth Amendment of the Constitution. To issue short- or long-term obligations within the state of California, a political subdivision must have either express or implied statutory authority.

Issuance Authority	
ISSUER	LEGAL AUTHORITY
County of San Diego	General: Government Code Section 29900
	Maximum Indebtedness: Government Code Section 29909
	Short Term: TRANS Government Code Section 53850, Commercial Paper, Teeter Revenue & Tax Code Section 4701
	Pension Obligation Bonds: Government Code Section 53580
Joint Powers Authority	Government Code Section 6500
Redevelopment Agency	Health and Safety Code Section 33000
Housing Authority	Health and Safety Code Section 34200
	Multifamily Bonds Health and Safety Code Section 52075
Mello-Roos Community Facilities District	Government Code Section 53311
Nonprofit Corporation	Corporations Code Section 5110
Assessment Bonds	Street & Highway Code Section 5005

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

However, there are three major exceptions to the debt limit which have been recognized by the California courts. The three exceptions are the *Offner-Dean lease exception*, the *special fund doctrine*, and the *obligation imposed by law*.

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

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

Courts have applied the *obligation imposed by law exception* to indebtedness used to finance an obligation imposed on the local agency by law. The theory of this exception is that the obligation is involuntary, thereby making the act of putting the question to the voters meaningless.



The County has no outstanding general obligation bonds. As noted previously, the long-term obligations are either pension obligation bonds that are permitted under the

*obligation imposed by law exception* or are lease purchase obligations as permitted under the *Offner-Dean lease exception*.

**Bond and Debt Service Ratios**

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

Bond Ratios				
	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06
Net Bonded Debt (in millions) <sup>1</sup>	725.1	1,228.2	1,623.8	1,655.8
Net Bonded Debt per Capita	244	408	534	540 <sup>2</sup>
Ratio of Net Bonded Debt to Assessed Value	0.31%	0.48%	0.58%	0.52%

<sup>1</sup> Net Bonded Debt excludes Redevelopment Agency Revenue Bonds and is a net of debt service reserves (estimated at \$22.2 million for Fiscal Year 2005-06).

<sup>2</sup> Based on an estimated January 1, 2006 County of San Diego population, which assumes 0.9% growth from the January 1, 2005 population figure.

Note: If the County were to issue general obligation bonds, the debt limit pursuant to Government Code Section 29909 would be 5% of the taxable property of the County. As of June 30, 2005, the gross assessed value in the County was \$318.0 billion. The debt limit would, therefore, be \$15.9 billion, far greater than the current debt of \$1.6 billion.



**General Fund Debt Service Ratio**

Components of General Fund Debt Service Ratio (in \$millions)

	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	Fiscal Year 2007-08 Proposed Budget
General Fund Revenue <sup>1</sup>	\$ 2,635.9	\$ 2,736.4	\$ 2,883.7	\$ 3,147.5	\$ 3,197.9
Total Debt Service	\$ 116.2	\$ 114.3	\$ 138.4 <sup>2</sup>	\$ 121.7 <sup>2</sup>	\$ 116.2 <sup>2</sup>
General Fund Share of Debt Service Cost	\$ 102.5	\$ 100.4	\$ 120.5	\$ 105.5	\$ 100.3
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.89%	3.67%	4.18%	3.35%	3.14%

<sup>1</sup> General Fund Revenue excludes fund balance and reserve/designation decreases.

<sup>2</sup> Excludes the payments on the economically defeased 1994 Pension Obligation Bonds (see page 54).

# Financial Planning Calendar

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## Ongoing

**Organizational Goals**—The Board of Supervisors provides ongoing 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 the Five-Year Financial Forecast of revenues and expenditures, and a preliminary analysis of key factors impacting this analysis. In coordination with the CFO, the Groups/Agencies 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**—Groups/Agencies 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 10 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, members of the Board of Supervisors, the general public, and County advisory boards 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. At a regular meeting, the Board adopts the Line-Item Budget, approves the carryforward of prior year encumbered appropriations, accepts the Operational Plan, and approves in concept the second year of the Plan. At the same or a subsequent meeting, 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

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## 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. Government Code Section 29009 requires a balanced budget in the proposed and final budgets, defined as "the budgetary requirements shall equal the available financing."

## Charter

Section 703.4- Establishes the Chief Administrative Officer (CAO) as responsible for all Group/Agencies and their departments and reporting 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 Mid-Year Budget Changes-All mid-year General Fund savings and over realized revenue identified by County departments will be used to offset net County costs of the appropriate program. In addition, all letters to the Board of Supervisors will include a standardized statement of costs necessary to implement the recommendations submitted for actions, and a justification of the need for the proposal to be addressed outside the annual process, where competing needs could be evaluated

B-29 Fees, Grants, Revenue Contract--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 Local Agencies - 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 ongoing programs.

0030-17 General Fund Reserves - Provides a plan for the maintenance and ongoing enhancement of a General Fund reserve. This reserve would provide a source of funds for long-term extraordinary events and enhance the County's position with rating agencies.

0030-18 Transfer Of Excess Cash Balances To General Fund - Provides for transfer of excess cash balances to the General Fund from funds within the County's area of financial and cash management which contain earnings or moneys in excess of those funds' requirements.

0030-19 Revenue Match Limitation - 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.

0030-22 Revenue Management: Auditor and Controller & Chief Administrative Officer Responsibilities - Establishes the Chief Financial Officer/Auditor and Controller and the CAO as responsible to review and evaluate County revenues from all sources in order to maximize these revenues within



legal provisions and to institute internal controls and systems to be used by departments to estimate, claim, and collect revenues.

### Basis of Accounting

Governmental Fund types are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, interest, state and federal grants, and charges for services are accrued when their receipt occurs within 180 days following the end of the fiscal year. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period.

Expenditures are generally 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.

Additionally, capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of long-term debt and capital leases are reported as other financing sources.

Proprietary fund types, the pension trust fund, the investment trust fund, and agency fund are accounted for on the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Nonexchange transactions, in which the County gives (or receives) value without directly receiving (or giving) equal value in exchange, include property taxes and sales taxes, grants, entitlements, and donations. On the accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from sales taxes is recognized when the underlying transactions take place.

Revenue from grants, entitlements and donations is recognized in the fiscal year in which all eligible requirements have been satisfied.

### Measurement Focus

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using the 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) and the net change in fund balance.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for using the 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 (net assets) for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, restricted net assets, and unrestricted net assets on the County's Comprehensive Annual Financial Report (CAFR). The net assets for the pension trust fund and the investment trust fund are described as "held in trust for pension benefits and other purposes" in the CAFR. Proprietary fund-type operating statements present increases (e.g., revenues), decreases (e.g., expenses) and the change in net assets. The County has elected not to apply the Financial Accounting Standards Board (FASB) standards issued subsequent to November 30, 1989 in reporting proprietary fund operations.

### General Budget Policies

**Governmental Funds-** An operating budget is adopted each fiscal year by the Board of Supervisors for the governmental funds. The annual resolution adopts the budget at the object level of expenditures within departments. The





County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared in conformity with generally accepted accounting principles (GAAP).

The major areas of differences between this Operational Plan and the County's CAFR are as follows:

- The budgets for some agencies ("blended component units") that are presented in the CAFR, such as the In-Home Supportive Services Public Authority, are not presented in this document. The Board reviews them separately.
- Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders and contracts for future expenditures) are reported in the CAFR as budgeted expenditures in the year the commitment to purchase is incurred. However, year-end encumbrances at June 30<sup>th</sup> are not treated as expenditures of that fiscal year. For GAAP purposes in the fund financial statements of the CAFR, 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, in the fund financial statements 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 in the fund financial statements, 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.

**Proprietary funds-** The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

Some exceptions are:

- Certain funds are budgeted as governmental funds but are reported as proprietary funds; the most significant difference is that depreciation is not budgeted. Depreciation is not included in the budgets for the Sanitation and Sewer Maintenance Special Districts.
- Adjustments to inventory valuations are not budgeted.

**All funds-** Changes in reservation and designation of fund balance are budgeted as appropriations (expenditures) or revenues; for GAAP purposes, they are neither. Appropriations may be adjusted during the year with the approval of the Board of Supervisors; additionally, Group and department managers are authorized to approve certain transfers of appropriations within a department. Such adjustments are reflected in the final budgetary data as presented in the CAFR. Accordingly, the legal level of budgetary control by the Board of Supervisors is the department level.

# County of San Diego Budget Documents

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## 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 financing sources 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 Group/Agency 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 Group/Agency 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 Group/Agency 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. Unlike the CAO Proposed Operational Plan, however, the Adopted Operational Plan displays adjusted actual expenditures and revenue for the immediate prior fiscal year.

**Note on Adjusted Actuals--** Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. In some instances in the Adopted Operational Plan, the adjusted actuals will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to the carryforward of 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 "amended budget" and are thus considered "budgeted".



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**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 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-** The Chief Administrative Officer provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation adjustments and management reserve and/or Contingency Reserve usage to address unanticipated needs.



**Public Safety Group**

Public Safety Group

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**Public Safety Group Summary & Executive Office**  
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- District Attorney**  
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- Sheriff**  
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- Alternate Public Defender**  
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- Child Support Services**  
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- Citizens' Law Enforcement Review Board**  
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- Office of Emergency Services**  
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- Medical Examiner**  
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- Probation Department**  
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- Public Defender**  
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# Public Safety Group



## Mission Statement

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

## Group Description

The Public Safety Group (PSG) is the regional leader in ensuring safety, emergency preparedness, and accountability to the public. PSG departments take a system-wide approach in addressing emerging public safety issues, operating the justice system and strengthening the County's ability to respond to an emergency. The departments operate independently and jointly to investigate, arrest, prosecute, defend, incarcerate and provide supervision to sentenced offenders. PSG also provides programs and services which promote opportunities for children and young adults.

## PSG Departments

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

## Accomplishments

### Strategic Initiative – Kids

PSG has placed an emphasis on providing programs and services which promote opportunities for children and young adults. By offering programs that target children

before they enter the justice system and behavioral modification programs afterward, PSG provides youth with the tools necessary to become productive adults.

- Through rehabilitation and education the Probation Department ensured that 97% of juvenile offenders placed on informal supervision did not re-offend.
- A youthful offender intensive supervision pilot program was introduced to reduce substance abuse and increase employment; preliminary results show a 50% increase in employment rates.
- PSG promoted the well-being of children and the self sufficiency of families through success in the child support program. Over a five year period, the amount of undistributed child support collections was reduced from \$7.0 million to less than \$1.0 million, a significant accomplishment resulting in more timely financial support to families.

### Strategic Initiative - Safe and Livable Communities

Another area of focus over the past year was emergency preparedness. Waiting until a disaster strikes to coordinate response can have devastating results. Emergency responders, community groups and the public must all be involved in planning efforts.

- The Office of Emergency Services (OES) successfully coordinated the largest full scale terrorism exercise ever conducted in San Diego County. The exercise tested the communication and coordinated response ability of emergency personnel from all 18 cities in the County and State and federal agencies.
- To further ensure the county is sufficiently prepared to help citizens recover from a disaster, OES completed a Recovery Plan for San Diego County.
- An innovative program was implemented in which Girl Scouts distributed Family Disaster Plans to earn merit badges. Plans were distributed to over 15,000 households.



- The Group facilitated Board of Supervisors' conferences to update the public on actions taken after Firestorm 2003 and to emphasize the importance of personal responsibility for emergency preparedness in disasters.

Perhaps the most visible function of the PSG is law enforcement, prosecution and public defense. PSG departments all have a role in ensuring the criminal justice system works to the maximum benefit of the community. As a regional leader, PSG departments collaborate on initiatives to improve public safety and target crime prevention.

- The Sheriff led the Deoxyribonucleic Acid (DNA) Steering Committee established to implement Proposition 69, the *DNA Fingerprint, Unsolved Crime, and Innocence Protection Act*. In the last year, over 17,000 DNA samples were collected from convicted offenders and juvenile probationers.
  - The District Attorney secured convictions in 94% of felony cases.
  - PSG departments partnered with local and federal law enforcement agencies on anti-gang operations. These operations used proactive narcotics and gang investigations to remove dangerous gang members from the community, for drug offenses, before they could commit more violent crimes.
  - In efforts to monitor sex offenders, the Sheriff ensured that 97% of sex offenders were in compliance with registration and reporting requirements. Through the Probation Department, sex offenders participated in a pilot Global Positioning System (GPS) monitoring program which tracks them seven days a week, 24 hours a day.
  - Early resolution of public defense cases, when in the client's best interest, avoids costs for all the agencies involved in the justice system. The Public Defender's Office was successful in resolving over 60% of all criminal cases at the earliest stage possible.
- A pilot Multiple Conflicts Office was created to represent indigent persons in a cost-effective manner.

### 2006-08 Objectives

In the upcoming year, PSG will focus on addressing emerging public safety issues through new programs and partnerships with other agencies, ensuring the County and public are prepared for a disaster, and emphasizing the importance of securing sensitive information.

- The Sheriff will participate in the development of the San Diego Law Enforcement Coordination Center, a collaboration of regional public safety agencies focused on terrorism, narcotics and human trafficking, money laundering, organized crime, gang activity, and other significant threats to the region.
- The District Attorney will proactively investigate and prosecute gang and drug related crimes and participate in a pilot program with the State to closely monitor and supervise Sexually Violent Predators using global positioning satellite technology.
- The focus on emergency preparedness will include distributing Family Disaster Plans and Personal Survival Guides to every county household, helping residents prepare for and respond to an emergency. We will strengthen our Business Continuity Plan to ensure that priority County services, ranging from law enforcement to health care, are available during an emergency within 12 hours.
- The region's ability to respond to emergencies will be enhanced by upgrading technology of the Emergency Operations Center (EOC). The upgrades will optimize communication among County policymakers and enable linking to other operation centers in times of disaster.
- To combat identity theft, we will lead a Countywide review of policies regarding sensitive data in County records, protecting employees and the public.





- PSG departments will participate in the implementation of the Community Prison Re-entry plan, which will facilitate the successful return of offenders released from prison into the community.
- Evidence based practices will be identified and evaluated to improve the effectiveness of Probation programs offered to adults and juveniles.
- PSG and the Medical Examiner will work jointly with the Community Services Group and the Land Use and Environment Group on the planning and design of a new Medical Examiner / County Veterinarian facility.

### Executive Office Changes from 2005-06 Adopted

#### Staffing

Proposes no changes in staffing.

#### Expenditures

Proposes an increase of \$34.6 million.

- Increase of \$0.05 million in Salaries and Benefits will support an allowance for negotiated and anticipated cost of living adjustments.
- Increase of \$3.9 million in Services and Supplies includes an increase of \$2.0 million to provide funds for emergent need Major Maintenance projects in the County's 10 court facilities and criminal justice regional centers. An increase of \$0.1 million is proposed to fund scheduled Major Maintenance projects and \$1.2 million to support the costs of facility operations and maintenance and utilities in court and criminal justice facilities. An increase of \$0.3 million is included to fund the County's Business Continuity Planning (BCP) effort which identifies priorities services and insures the continuity of government operations in emergencies. An increase of \$0.2 million is included to support PSG's proportionate share of enterprise-wide financial and human resources system support.

- Increase of \$18.6 million in Operating Transfers Out reflects transfers to public safety agencies of Proposition 172 revenues, the dedicated one-half cent sales tax for public safety to maintain and support services in these departments. This change is comprised of a \$20.5 million increase in ongoing revenues and a reduction of \$1.9 million in the use of one-time funds carried over from previous years.
- Increase of \$12.0 million in Management Reserves to address the Camp Westfork permit conditions requiring the demolition of County structures, the Department of Child Support Services transition to the County's information technology vendor and to be available for other emergent needs of the departments in PSG.

#### Revenues

Proposes an increase of \$34.6 million.

- Increase of \$20.5 million in Intergovernmental Revenues due to an increase in Proposition 172 revenues.
- Increase of \$12.4 million in Fund Balance includes a decrease in Proposition 172 one-time funds carried over from previous years of \$1.9 million offset by increases of \$14.3 million in General Fund and PSG Fund Balance to support the amounts included in Management Reserves and other one-time costs.
- Increase of \$1.7 million in General Revenue Allocation to fund ongoing expenditure increases described above.

### Contributions for Trial Courts Changes from 2005-06 Adopted

#### Expenditures

Proposes a net increase of \$1.8 million.

- Increase of \$1.4 million in Services and Supplies primarily due to increases in the costs of facility operations and maintenance and utilities costs made pursuant to the *Trial Court Funding and Improvement Act of 1997*.



- Decrease of \$0.9 million in Other Charges due to:
  - Reduction of \$1.5 million in the County's annual Maintenance of Effort (MOE) Payment as a result of the implementation of Assembly Bill (AB) 139 *Committee on Budget -State Government*, which transfers various fees and fines which were previously not specifically designated in legislation for deposit to the Court or County. AB139 grants counties a reduction in the annual MOE payment based on the County's Fiscal Year 2003-04 share of Civil Assessment Revenue. Correspondingly, a reduction in proposed revenue of \$1.5 million is described below.
  - Increase of \$0.6 million to support the Undesignated Fee Payment as obligated in Government Code Section 68085.6(g)(3).
- Increase of \$1.3 million in Management Reserves will support the annual obligated Undesignated Fee Payment through Fiscal Year 2008-09, in accordance with Government Code Section 68085.6(g)(3) and County activities associated with the transfer of court facilities to the State as required pursuant to SB 1732, *Court Facilities Legislation*, the Trial Court Facility Act.

**Revenues**

Proposes a net increase of \$1.8 million.

- Decrease of \$1.7 million in Fines, Forfeitures and Penalties primarily attributable to the implementation of AB 139 which transfers the County's Fiscal Year 2003-04 share of Civil Assessment Revenue (\$1.5 million) to the State and to realign budgeted revenues with actual amounts received (\$0.2 million).
- Decrease of \$2.4 million in Charges for Current Services primarily attributable to the transfer of various fines, fees and collections to the State in accordance with the provisions of AB 139 (\$0.9 million), the estimated loss of revenue Assembly Bill 145 *Committee on Budget-Court Fees* (\$0.2 million), and the projected receipt of other revenues based on current year experience (\$1.3 million).

- A proposed increase of \$1.9 million in PSG Fund Balance will support the annual Undesignated Fee Payment (\$1.1 million) as obligated in Government Code Section 68085.6(g)(3) through Fiscal Year 2008-09 and County activities (\$0.8 million) associated with the transfer of court facilities in accordance with the Trial Court Facilities Act of 2002, SB 1732.
- Proposed \$4.0 million increase in General Revenue Allocation to support the Services and Supplies increases and the change in the available one-time funds described above.

**Significant Changes in Fiscal Year 2007-08**

A proposed decrease in Fund Balance of \$1.4 million reflects the reduction of one-time appropriations included in the Fiscal Year 2006-07 CAO Proposed Operational Plan for County activities (\$0.8 million) associated with the transfer of court facilities and a removal of revenues budgeted to support the Fiscal Year 2006-07 Undesignated Fee Payment (\$0.6 million).

**Defense Attorneys/Contract Administration Changes from 2005-06 Adopted**

**Expenditures**

- No proposed change to total expenditures.
- Proposed increase of \$0.3 million in Services and Supplies to support negotiated increases in the Private Conflicts Counsel contract and to address increases in the cost of indigent defense for cases not in the scope of the contract, including death penalty cases.
- Proposed decrease of \$0.3 million in Management Reserves to re-budget a lower reserve amount to fund the unplanned costs of providing indigent defense services, including death penalty cases.

**Revenues**

No proposed change to total revenues.



- Proposed \$1.2 million decrease in Fund Balance reflecting the \$0.3 million decrease in the reserve for costs associated with death penalty cases and a \$0.9 million decrease in one-time amounts supporting costs of indigent defense for cases not in the scope of the contract.

- Proposed \$1.2 million increase in General Revenue Allocation to support the Services and Supplies increases and the change in the available one-time funds described above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Staffing by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Safety Group	9.00	9.00	9.00	0.00	9.00
District Attorney	1,038.00	1,038.00	1,038.00	0.00	1,038.00
Sheriff	4,010.50	4,008.50	4,008.50	0.00	4,008.50
Alternate Public Defender	86.00	95.00	100.00	5.26	100.00
Child Support Services	684.00	624.00	564.00	(9.62)	564.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Office of Emergency Services	12.00	16.00	19.00	18.75	19.00
Medical Examiner	51.00	53.00	56.00	5.66	56.00
Probation Department	1,264.00	1,304.00	1,337.00	2.53	1,337.00
Public Defender	312.00	327.00	343.00	4.89	343.00
<b>Total</b>	<b>7,470.50</b>	<b>7,478.50</b>	<b>7,478.50</b>	<b>0.00</b>	<b>7,478.50</b>

Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Safety Group	\$ 212,257,412	\$ 227,524,880	\$ 262,124,726	15.21	\$ 258,430,603
District Attorney	106,983,518	109,782,399	118,811,837	8.22	123,306,692
Sheriff	475,221,918	490,780,203	524,423,097	6.85	536,736,195
Alternate Public Defender	13,265,745	13,636,708	15,101,253	10.74	15,805,813
Child Support Services	55,884,159	56,505,214	53,171,929	(5.90)	50,842,904
Citizens' Law Enforcement Review Board	507,280	497,922	523,047	5.05	538,262
Office of Emergency Services	21,980,736	24,442,981	14,777,480	(39.54)	3,087,898
Medical Examiner	6,691,917	7,037,130	7,638,378	8.54	8,048,705
Probation Department	145,623,692	143,751,182	155,328,852	8.05	158,608,098
Public Defender	44,536,543	46,432,574	50,787,795	9.38	52,675,481
Contribution for Trial Courts	67,537,321	74,302,049	76,141,668	2.48	75,117,197
Defense Attorney / Contract Administration	8,099,440	9,199,440	9,276,362	0.84	8,672,440
<b>Total</b>	<b>\$ 1,158,589,681</b>	<b>\$ 1,203,892,682</b>	<b>\$ 1,288,106,424</b>	<b>7.00</b>	<b>\$ 1,291,870,288</b>



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
PublicSafetyExecutiveOffice	9.00	9.00	9.00	0.00	9.00
Total	9.00	9.00	9.00	0.00	9.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
PublicSafetyExecutiveOffice	\$ 10,290,500	\$ 7,006,948	\$ 22,967,122	227.78	\$ 10,664,951
PublicSafetyProposition172	201,966,912	220,517,932	239,157,604	8.45	247,765,652
Total	\$ 212,257,412	\$ 227,524,880	\$ 262,124,726	15.21	\$ 258,430,603

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 1,227,906	\$ 1,241,685	\$ 1,288,866	3.80	\$ 1,319,202
Services & Supplies	5,122,594	5,365,263	9,278,256	72.93	7,136,690
Other Charges	400,000	400,000	400,000	0.00	400,000
Operating Transfers Out	201,966,912	220,517,932	239,157,604	8.45	247,765,652
Management Reserves	—	—	12,000,000	—	1,809,059
Total	\$ 212,257,412	\$ 227,524,880	\$ 262,124,726	15.21	\$ 258,430,603

Budget by Categories of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	3,540,000	2,564,201	14,977,635	484.11	589,131
Fines, Forfeitures & Penalties	182,486	182,486	182,486	0.00	198,136
Revenue From Use of Money & Property	2,624,245	2,642,245	2,642,245	0.00	2,803,158
Intergovernmental Revenues	201,966,912	217,953,731	238,479,969	9.42	247,176,521
Charges For Current Services	400,000	400,000	400,000	0.00	400,000
General Revenue Allocation	3,543,769	3,782,217	5,442,391	43.89	7,263,657
Total	\$ 212,257,412	\$ 227,524,880	\$ 262,124,726	15.21	\$ 258,430,603



# District Attorney

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## Department Description

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

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## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Participated with the Methamphetamine Strike Force in several media events and school functions to promote drug awareness. One event, Red Ribbon Week, honored individuals and organizations who made significant strides in the fight against illegal drug use.
- Linked four youth from the Teen Choices Program with Deputy District Attorneys. In weekly visits, the attorneys served as role models assisting the kids to develop educational and life goals.
- Worked with Superior Court to develop the Family Violence Court to focus on early intervention, counseling, and family reunification for first-time juvenile offenders involved with family violence. As a first step, the District Attorney's Office developed criteria for juveniles eligible for Family Violence Court.
- Supported the efforts of Children's Mental Health Services to develop program proposals to address the mental health needs of juvenile offenders.

- Utilized the vertical prosecution model, where the same attorney handles the case from start to finish, in juvenile vehicular manslaughter, teen prostitution, and domestic violence cases. This approach helps mitigate the emotional impact on families by building a rapport with victims and victims' family members.

### Strategic Initiative – The Environment

- Added four hybrid vehicles to the District Attorney's fleet to support a clean air initiative by reducing exhaust emissions.
- Enhanced the level of involvement of support staff in case review of Environmental and Occupational, Safety, and Health Administration (OSHA) cases which improved overall case analysis.

### Strategic Initiative – Safe and Livable Communities

- Hosted the Consumer Protection Day event co-sponsored by Supervisors Bill Horn and Pam Slater-Price. Provided information to over 1,000 people, primarily seniors, about ways to protect themselves against fraud, scams, and identity theft.
- Partnered with local and federal law enforcement agencies on five major anti-gang operations using proactive narcotics and gang investigations to remove dangerous gang members from the community for drug offenses, before they could commit more violent crimes.



- Established a Medical and Legal Insurance Fraud Task Force to investigate and prosecute medical and legal providers committing insurance fraud. Task Force members are from 11 local, State, and federal agencies supporting the aggressive prosecution of this type of fraud. In a short time, the Task Force charged 14 attorneys and medical professionals engaged in insurance fraud.
- Designed a comprehensive “Community Prison Re-entry Program” plan, authorized by Senate Bill 618, *Inmates: Individualized Assessments and Treatment Plans*, to facilitate the successful re-entry of offenders released from prison back into the community, in collaboration with the California Department of Corrections and Rehabilitation, the County Departments of the Sheriff, Probation, Public Defender, and Health and Human Services Agency, local treatment and social service providers, and the faith-based community.
- Implemented the Provisions of Proposition 64, *Limit on Private Enforcement of Unfair Business Competition Laws*, passed by the voters on November 2, 2004. This proposition directs fines received from consumer fraud cases to local government prosecutors to enforce unfair business competition laws. Fines collected this year assisted in the expansion of a multi-agency identity theft task force focusing on consumer related identity theft.
- Participated in a California State Parole pilot program with the State Department of Justice to closely monitor and supervise Sexually Violent Predators released in the community using the Global Positioning System (GPS) satellite navigation system. Established additional surveillance to provide further safety for the community.

**Required Discipline - Fiscal Stability**

- Utilized the General Management System to closely monitor fiscal and program goals.

- Reduced the number of formal felony probation hearings by 1,180 by sentencing the probation violator during the readiness conference, improving efficiency, and saving time in the judicial system.
- Reduced witness fees and related costs by 7% (\$25,200) by reducing the number of non-essential witnesses for preliminary hearings.
- Partnered with the Sheriff’s Department on the purchase of safety equipment and ammunition to obtain better pricing.

**Required Discipline - Customer Satisfaction**

- Re-engineered the physical and organizational structure of the South Bay office and developed professional standards for staff to better serve victims and witnesses.
- Developed, distributed, and posted on the District Attorney’s website a brochure to assist victims of crime with requests to receive restitution.
- Provided victim advocates at the Sheriff’s Department and the San Diego Police Department, and increased advocate hours at the San Diego Family Justice Center.

**Required Discipline - Regional Leadership**

- In collaboration with Supervisor Dianne Jacob, collaborated with the Sheriff, the Probation Department, and the La Mesa Police Department in establishing the East County Gang Suppression Unit to address the escalating gang violence in East County.
- Obtained a \$400,000 grant from the Archstone Foundation to expand services for victims of elder abuse receiving services at the San Diego Family Justice Center.

- Created the San Diego County Victims Emergency Relief Fund in partnership with the San Diego Foundation to provide immediate financial assistance to victims.

**Required Discipline – Skilled, Competent and Diverse**





**Workforce**

- Provided training by coordinating and presenting departmentwide Minimum Continuing Legal Education (MCLE), Peace Officer Standards and Training (POST) and professional development courses. Made over 60 presentations to attorneys, investigators, and support staff, which focused on enhancing skills to improve the prosecution of cases.

**Required Discipline - Essential Infrastructure**

- Monitored vehicle mileage to ensure cars receive proper maintenance and were replaced before excessive maintenance was required.

**Required Discipline - Information Technology**

- Developed a Document Management Plan that established a three-year phased approach to the efficient movement, retention, and destruction of department documents.

**Required Discipline – Continuous Improvement**

- Updated internal policies and procedures to promote uniform handling of restitution fines and orders.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Promote the participation of the District Attorney staff in community-oriented youth mentoring programs.
- Implement the 2006 Child Victim/Witness protocol for the uniform investigation of child molestation cases.
- Establish written standards in collaboration with the Juvenile Court, the Defense Bar, the Probation Department, and Children’s Mental Health Services for dealing with juvenile offenders with mental competency issues.
- Incorporate restitution orders and payment of fines into the Juvenile Drug Court’s standard practices and probation conditions.

- Implement the Child Abduction Response Team (CART) in collaboration with the Sheriff’s Department, local police agencies, and the Sexual Assault Felony Enforcement Task Force to provide a coordinated law enforcement response when a child is abducted.
- Improve the rate of sex offender registration through education, enforcement and prosecution of those who fail to register as sex offenders.

**Strategic Initiative – Safe and Livable Communities**

- Implement the Community Prison Re-entry Program plan, authorized by Senate Bill 618, *Inmates: Individualized Assessments and Treatment Plans*, in partnership with the California Department of Corrections and Rehabilitation, the Board of Supervisors, local criminal justice system agencies and community members of the San Diego Re-entry Roundtable.
- Partner with the community to support opportunities for children that provide alternatives to gangs and partner with local and federal law enforcement agencies to reduce gang-related crime.
- Empower communities to reduce crime in their communities through education on public safety, outreach, and collaboration with law enforcement and community organizations.
- Develop a comprehensive protocol for investigating and prosecuting consumer related identity theft.
- Work with the Courts and the Defense Bar to accelerate defendant participation in the Domestic Violence Recovery Program.
- Develop an educational campaign focused on reducing the number of sexual assaults involving victims who are under the influence of alcohol or drugs.



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**Required Discipline - Fiscal Stability**

- Reduce the number of non-essential witnesses for preliminary hearing examinations in an effort to limit witness fees and other related costs.

**Required Discipline - Regional Leadership**

- Work with federal prosecutors in addressing jurisdictional issues involving human trafficking and drug smuggling along the international border.
- Conduct education and outreach to law enforcement agencies throughout the county to establish a standardized approach to the investigation and prosecution of sex crimes.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Use available technology to provide more live-streaming video training in the office.

**Required Discipline - Information Technology**

- Implement the first phase of a three-year Document Management Business Process Reengineering Plan to standardize and streamline the flow of case documents for greater efficiency.
- Develop a plan for the transmission of data from the District Attorney's Case Management System (CMS) to the Administrative Office of the Court's (AOC) new California Case Management System.
- Implement a back-up data site to recover data in the event of a disaster and develop a secured remote access solution in accordance with the District Attorney's Business Continuity Plan (BCP).

**Changes from 2005-06 Adopted**

**Staffing**

The Fiscal Year 2006-08 Proposed Operational Plan includes 1,038.00 authorized staff years which is no change from the Fiscal Year 2005-06 Operational Plan. Transfers among divisions are proposed based on operational needs.

**Expenditures**

Proposes a net increase of \$9.0 million.

- Salaries and Benefits increase of \$8.1 million primarily due to an allowance for negotiated or anticipated cost of living adjustments and the restoration of funding for 18 frozen positions (\$3.1 million). Pending the availability of future funding, 109 positions will remain vacant.
- Services and Supplies increase of \$1.3 million. The increase is primarily due to anticipated increases in information technology expenses (\$0.7 million) which will support additional network capacity and implementation of a back-up data site, increases in automotive fuel costs (\$0.2 million), anticipated increases in special department expenses to address increase costs of record retention and retrieval (\$0.2 million), and an increase in the cost of preparing courtroom exhibits for jury trials (\$0.1 million).
- Other Charges decrease of \$0.1 million due to decreased contract costs for the Jurisdictions Unified for Drug Gang Enforcement (JUDGE).
- Capital Assets Equipment decrease of \$0.4 million due to deletion of funds used to purchase one-time Capital Asset Information Technology hardware in Fiscal Year 2005-06.
- Expenditures Transfers & Reimbursements increase of \$0.2 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.

**Revenue**

Proposes a net increase of \$9.0 million.



- Intergovernmental Revenues net increase of \$0.1 million due to a \$1.1 million increase in State reimbursement for the Child Abduction and Recovery SB-90 mandated program costs, a \$0.5 million increase in the Worker's Compensation Insurance Fraud Program State Grant, a \$0.5 increase due to Social Services Realignment revenue being reclassified as Intergovernmental Revenues rather than as an Other Financing Sources, a \$0.4 million increase in the Urban Auto Grant Program, and a \$0.3 million increase in Auto Insurance Fraud Program, offset by a \$1.8 decrease in Southwest Border Prosecution Initiative (SWBPI) funding, a \$0.6 million decrease in Jurisdictions Unified for Drug Gang Enforcement (JUDGE), a \$0.2 million decrease to correct a transfer in from State Asset Forfeiture, and a \$0.1 million decrease in the Regional Auto Theft Task Force (RATT).
- Charges for Current Services decrease of \$0.4 million due to a \$0.2 million decrease in expenditures in the Real Estate Fraud Program and a \$0.2 million decrease in Damages for Fraud revenue.
- Miscellaneous Revenues increase of \$0.6 million due to an increase of \$0.4 million from Proposition 64 consumer protection fraud revenues to support the creation of an identify theft task force theft and a \$0.1 million increase to support projects that qualify for funding from the Barona, Sycuan, and Viejas Band of Indians and a \$0.1 million increase in reimbursement for the cost of conducting background investigations on behalf of the Federal Office of Personnel Management.
- Other Financing Sources net increase of \$1.4 million, which includes an increase of \$1.9 million due to growth in Proposition 172 receipts and a decrease of \$0.5 due to Social Services Realignment revenue being reclassified as Intergovernmental Revenues. The proposed Proposition 172 revenue includes \$0.3 million carried over from previous years to support the second year of the East County Gang Suppression Unit pilot program.
- Fund Balance decrease of \$1.4 million due to the deletion of funds used to support one-time expenditures in Fiscal Year 2005-06.
- General Revenue Allocation increase of \$8.7 million to offset the increases described above.

**Significant Changes in Fiscal Year 2007-08**

In Fiscal Year 2007-08, the Proposed Operational Plan reflects no change in staff years and includes an adjustment to Salaries and Benefits that illustrates the joint objective of the District Attorney and the Chief Administrative Officer to balance expenditures to available revenues in Fiscal Year 2007-08.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Felony defendants received	31,150	31,300	31,136	31,300	31,150
Felony defendants issued	18,438	18,600	18,714	18,600	18,750
Issue rate - Felony	76%	76%	75%	76%	75%
Conviction rate – Felony	95%	95%	94%	95%	95%
Misdemeanor defendants received	25,443	25,400	28,068	25,400	28,000
Misdemeanor defendants issued	27,035	27,000	29,048	27,000	29,000
Issue rate – Misdemeanor	86%	86%	85%	86%	85%
Conviction rate – Misdemeanor	90%	90%	89%	90%	90%



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
GeneralCriminalProsecution	532.50	522.50	539.50	3.25	539.50
Specialized Criminal Prosecution	296.00	309.00	299.50	(3.07)	299.50
Juvenile Court	68.50	68.50	62.00	(9.49)	62.00
Public Assistance Fraud	97.00	92.00	84.00	(8.70)	84.00
District Attorney Administration	44.00	46.00	53.00	15.22	53.00
Total	1,038.00	1,038.00	1,038.00	0.00	1,038.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
GeneralCriminalProsecution	\$ 58,472,029	\$ 59,890,546	\$ 65,211,622	8.88	\$ 67,769,895
Specialized Criminal Prosecution	35,632,126	37,972,624	39,590,332	4.26	40,921,694
Juvenile Court	8,207,985	7,339,243	6,622,218	(9.77)	6,930,166
Public Assistance Fraud	(681,837)	(1,500,779)	(1,548,499)	3.18	(1,532,242)
District Attorney Administration	4,966,299	5,553,265	8,385,923	51.01	8,688,019
District Attorney Asset Forfeiture Program	386,916	527,500	550,241	4.31	529,160
Total	\$ 106,983,518	\$ 109,782,399	\$ 118,811,837	8.22	\$ 123,306,692

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 101,213,433	\$ 102,982,719	\$ 111,084,769	7.87	\$ 116,012,339
Services & Supplies	10,760,342	11,675,739	12,934,224	10.78	12,715,144
Other Charges	2,692,818	2,784,495	2,649,911	(4.83)	2,649,911
Capital Assets Equipment	221,816	495,616	115,616	(76.67)	115,616
Expenditure Transfer & Reimbursements	(8,104,891)	(8,456,170)	(8,272,683)	(2.17)	(8,486,318)
Operating Transfers Out	200,000	300,000	300,000	0.00	300,000
Total	\$ 106,983,518	\$ 109,782,399	\$ 118,811,837	8.22	\$ 123,306,692



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 9,420,865	\$ 1,927,500	\$ 550,241	(71.45)	\$ 529,160
Intergovernmental Revenues	16,832,688	17,359,009	17,445,000	0.50	17,636,971
Charges For Current Services	1,988,716	2,022,312	1,631,744	(19.31)	1,803,938
Miscellaneous Revenues	—	549,281	1,159,217	111.04	1,056,543
Other Financing Sources	41,397,643	47,259,208	48,653,473	2.95	50,432,844
General Revenue Allocation	37,343,606	40,665,089	49,372,162	21.41	51,847,236
Total	\$ 106,983,518	\$ 109,782,399	\$ 118,811,837	8.22	\$ 123,306,692

# Sheriff



## Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering 4,200 square miles. The department's 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 almost 870,000 county residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for over 5,200 inmates per day. The Sheriff's detention facilities book over 152,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Achieved over a 97% compliance rate of sex offenders with registration and reporting requirements, exceeding the goal of 96%. Of the 1,122 registered sex offenders in the county, 60 were out of compliance at the beginning of the fiscal year. Over the course of the year, 33 of the 60 have been accounted for and are either in custody or have active warrants. The remaining 27 were not accounted for and remain out of compliance.

### Strategic Initiative – The Environment

- Introduced and operated a countywide aerial firefighting helicopter program beginning in June, 2005 when two new medium lift helicopters were delivered. During the 2005 fire season, Air Support to Regional Enforcement Agencies (ASTREA) fire helicopters responded to 222 fire calls, took action in 135 instances, delivered over

429,500 gallons of water and logged 345 hours in the air. Four ASTREA pilots are certified to fly the new helicopters.

### Strategic Initiative – Safe and Livable Communities

- Provided notification of lease termination for 200 jail beds currently leased to a private contractor in East Mesa, which will be converted to Sheriff's use in August 2006.
- Facilitated the creation of a Deoxyribonucleic Acid (DNA) Steering Committee in order to implement Proposition 69, the *DNA Fingerprint, Unsolved Crime, and Innocence Protection Act* in San Diego County. The Sheriff's Department has collected over 6,300 DNA samples during Fiscal Year 2005-06 from in-custody convicted offenders for inclusion in the all-felon DNA Database in California. The collection of DNA samples will be an ongoing responsibility to comply with Proposition 69. This objective was met.
- Rebuilt the Civil Law Enforcement System (CLES) from a mainframe application to a web-based system that will allow for easier use, management, enhancement, and



operational cost control, meeting the objective. The projected “Go Live” date is July, 2006. CLES is the software system that monitors and tracks the enforcement of Court judgments.

- Formed a countywide Human Trafficking Task Force, including representatives from federal, State, and local law enforcement agencies, meeting the objective. Over 600 law enforcement officials received training in identifying human trafficking victims.
- Enhanced security measures in and around courthouses by renovating the weapon screening areas in seven of the 10 courthouses: El Cajon, Vista, Hall of Justice, Juvenile, San Diego, Chula Vista, and Madge Bradley, meeting the goal of seven courthouses. The Sheriff, in consultation with the Courts, is in the process of installing concrete barriers outside courthouses where necessary, falling short of meeting the goal of installing three barriers. Created a court security team that conducts research, provides training, and oversees high profile trials throughout San Diego County. Additionally, court security was enhanced with an increase in 12 deputies funded in the Court contract.
- Reduced at fault prisoner transportation vehicle accidents by 25% from 12 in Fiscal Year 2004-05 to nine in Fiscal Year 2005-06 by providing increased training, exceeding the goal of 17%.
- Reserved funds in the capital projects for the construction two Sheriff’s stations, one to serve the community of Rancho San Diego and one to serve the community of Alpine. The objective of building these stations is not yet met.
- Worked in cooperation with Media and Public Relations to create a recruiting video showing the wide range of job assignments available to sworn staff. The video is accessible on the Sheriff’s Internet site and airs on the County Television Network.

**Required Discipline - Regional Leadership**

- In collaboration with Supervisor Dianne Jacob, collaborated with the District Attorney, the Probation Department, and the La Mesa Police Department in establishing the East County Gang Suppression Unit to address the escalating gang violence in East County.

**2006-08 Objectives**

**Strategic Initiative – The Environment**

- Acquire a new Type III Communications Platform Helicopter that will provide advanced interoperable communications and enhanced disaster and multi-hazard response for the San Diego region in the event of an emergency. The helicopter will be purchased using a combination of Homeland Security Grant funds and Urban Area Security Initiative funds and will be operational by Spring 2007.

**Strategic Initiative – Safe and Livable Communities**

- The Sheriff will focus on filling over 200 sworn staff vacancies. The majority of these vacant positions are in the jails. The department has increased the number of testing dates available to candidates, is streamlining the background check process, researching improved advertising strategies to attract more applicants and has collaborated with the Department of Human Resources, to broaden advertising and job fair outreach to a more diverse population.
- Increase the number of patrol deputies serving the rural portions of the county to reduce crime and increase public safety.
- Identify viable parcels of land on which to build stations in the communities of Rancho San Diego and Alpine.
- Commence operation of an additional 200 jail beds made available by the expiration of the Correctional Corporation of America lease at the East Mesa site.





- Evaluate inmate classifications of women offenders and establish a distinctive classification system to support the management of women offenders by the end of Fiscal Year 2006-07.
- Plan for the replacement of the Las Colinas Women's Detention Facility on a portion of the Edgemoor property by completing the Environmental Impact Report process by the end of Fiscal Year 2006-07.
- Participate in the development and co-location of regional public safety agencies into the San Diego Law Enforcement Coordination Center (SD LECC), an all-crimes intelligence center. The mission of the SD LECC will be to prevent and mitigate terrorism, narcotics trafficking, human trafficking, money laundering, organized crime, gang activity and other significant threats to the San Diego and Imperial County areas. The SD LECC will be fully operational by Spring 2007.
- Build a Regional Forensic Training Center in the Sheriff's Crime Lab by the end of 2006 to provide instruction on the proper methods of collection and examination of biological evidence to forensic and law enforcement professionals throughout the entire San Diego region.
- Provide access to fully operational regional automated field reporting and records management system (AFR-RMS) to seven partner law enforcement agencies by the end of Fiscal Year 2006-07. AFR-RMS will provide a common, modern information technology platform for interoperability and data sharing which will include all police incident reporting as well as police administrative and licensing records, case management, workflow, property and evidence functions, electronic case transfer to the District Attorney's Office for electronic filings, and booking information transfer to the Sheriff's Jail Information Management System.
- Strengthen regional courthouse security by: combining information and facility security technologies; implementing the Reverse 9-1-1 System in San Diego Courts; reducing the number of vendors who have proximity card access to court buildings; training judges and staff in tactical responses to emergency situations and by developing a team to conduct security planning in advance of high-profile cases.
- Initiate a partnership with the Superior Court for the development of a "One-Stop-Shop" that streamlines the process for obtaining, serving and enforcing domestic violence orders.

### Changes from 2005-06 Adopted

#### Staffing

Proposes no additional staff years. However, staff years previously frozen due to a lack of funding will be funded and directed to high priority issues within the department. This includes:

- 20 positions approved mid-year through changes in contracts for law enforcement and related services.
- 71 positions, including sworn staff for the additional 200 jail beds at the East Mesa site and additional jail security duties, communications dispatchers, resources for the Crime Lab and for intelligence activities and positions in key professional areas of data services, facilities and recruiting efforts.
- 35 positions will remain frozen and unfunded.

#### Expenditures

Proposes an increase of \$33.6 million.

- Increase in Salaries and Benefits of \$24.6 million to reflect an allowance for negotiated or anticipated cost of living adjustments and the inclusion of funds for positions that have been frozen without funding offset by the reclassification of \$1.9 million for uniform allowance to Services and Supplies. This proposed



amount includes actions approved by the Board of Supervisors during Fiscal Year 2005-06 to support 20 positions through changes in contracts for law enforcement and related services. This also includes a proposal to fund 71 positions, including sworn staff for the additional 200 jail beds at the East Mesa site and additional jail security duties, communications dispatchers, resources for the Crime Lab and for intelligence activities and positions in key professional areas of data services, facilities and recruiting efforts. A majority of these positions were originally funded in the Detention Services Bureau for jail security and were unfunded during the economic downturn in Fiscal Years 2003-04 and 2004-05. The positions are now being funded and directed to high priority issues within the department. The utilization of these positions for new functions does not eliminate the need for additional security staff for officer and inmate security, when existing vacancies in the jails system are filled. The Proposed Operational Plan includes an adjustment for salary savings to recognize the current number of vacant positions and maintains 35 positions as frozen and unfunded.

- Increase in Services and Supplies of \$10.7 million is due in part to a \$3.7 million reclassification of inmate pharmacy costs from Other Charges and a \$1.9 million reclassification of uniform allowance from Salaries and Benefits. Internal Service Fund costs associated with facility management, auto maintenance, rents and leases, fuel, and utilities are proposed to increase by \$2.3 million. Due to increasing inmate population and costs, food and household expenses are proposed to increase by \$1.8 million. An increase of \$1.0 million in Major Maintenance is proposed for electronic security system maintenance and upgrades.
- Decrease in Other Charges of \$5.3 million is due largely to a \$3.7 million reclassification of inmate pharmacy costs to Services and Supplies, the realignment of funds

previously budgeted for the lease/purchase of equipment to Services and Supplies for safety clothing and minor equipment, and the reduction of funds needed to be set aside for purchase of Cal-ID equipment.

- Decrease in Capital Assets and Equipment of \$0.7 million is due to the reduction of one-time costs associated with a fuel truck for fire and life safety helicopters and use of grant funds.
- Increase in Expenditure Transfers and Reimbursements of \$0.2 million is due to increased reimbursement from Probation Department for food services provided by the Central Production Kitchen to the Probation Institutions.
- Increase in Operating Transfers of \$0.2 million is due to reimbursements for increased Salaries and Benefits costs associated with positions funded by the Inmate Welfare Fund and the Jail Stores Internal Service Fund.
- Increase in Management Reserves of \$6.2 million based on prior year fund balance for unexpected future costs.

**Revenues**

Proposes a net increase of \$33.6 million.

- Decrease in Fines, Forfeitures and Penalties of \$5.2 million due to:
  - \$3.0 million decrease in one-time AB 189 Criminal Justice Facility Penalty revenue supporting major maintenance expenditures in Fiscal Year 2005-06.
  - \$0.6 million decrease in Marshal Warrant revenue due to a reduced amount of allowable expenditures.
  - \$1.6 million decrease in one-time revenue associated with a new mug shot and line-up system.
- Increase in Revenue from Use of Money & Property of nearly \$0.9 million due to an increase in rents and concessions.
- Increase in Intergovernmental Revenues of \$3.6 million due to:



- \$3.2 million increase based on increased level of contract court security services and negotiated increases in Salaries and Benefits related to provision of Superior Court security services.
- \$1.1 million increase for a law enforcement services contract with the Grossmont Union High School District and revenue from the Service Authority for Freeway Emergencies (SAFE) to offset operation, maintenance, and fuel for fire and life safety helicopters.
- \$0.7 million decrease associated with the expiration of grants for Community Oriented Policing Services (COPS) and for DNA Solving Cold Cases.
- Increase in Charges for Current Services of \$7.3 million due to:
  - \$4.7 million increase due to negotiated cost increases and increased levels of contracted law enforcement services provided to nine incorporated cities
  - \$0.8 million increase in federal State Criminal Alien Assistance revenues.
  - \$0.6 million increase for law enforcement services provided to Rincon Band of Luiseno Indians and Pala Band of Mission Indians.
- \$0.9 million increased revenue for booking fees and jail bed leasing.
- \$0.3 million increase in revenue associated with service of civil process and temporary restraining orders.
- Increase in Miscellaneous Revenues of \$0.7 million primarily due to commissary sales to inmates and recovered expenditures (rebates) associated with inmate pharmacy purchases.
- Increase in Other Financing Sources of \$14.6 million primarily due to increased Proposition 172 revenue to provide law enforcement and detention services.
- Increase of \$11.7 million in General Revenue Allocation to support the Salaries and Benefits changes described above and includes increased funding for essential equipment and services to maintain readiness and safety.

**Significant Changes in Fiscal Year 2007-08**

Fiscal Year 2007-08 reflects an increase of \$12.3 million primarily due to an increase in Salaries and Benefits of \$20.0 million as an allowance for negotiated or anticipated cost of living adjustments and the inclusion of funds for positions that have been frozen without funding offset by the elimination of one-time costs and projects.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.) <sup>1</sup>	14.9	15.4	11.4	11.8	12.2
— Unincorporated Response Times (Min.) <sup>1</sup>	19.1	19.2	15.1	15.3	15.7
— Rural Response Times (Min.) <sup>1</sup>	34.8	38.9	22.0	22.0	21.4
Public Calls for Service	242,978	247,157	241,272	245,564	247,501
Deputy Initiated Actions (DIA)	221,732	221,956	217,466	216,153	213,044
Number of Persons Screened for Weapons and other Contraband (in millions) <sup>2</sup>	4.7	4.7	3.8	N/A	N/A
Number of Criminal Subpoenas and Civil Process Received for Service <sup>3</sup>	117,929	108,700	109,380	N/A	N/A
Daily Average – Number of Inmates	5,102	5,194	5,270	5,375	5,590
Number of Jail Bookings	145,180	153,379	152,805	163,196	169,724

<sup>1</sup> The variance in response times for between 2005-06 Adopted and Estimated Actuals is due to an error in the 2004-05 Actual and 2005-06 Adopted response times. The previously reported figures included an additional lower-level category of response times. With the correction of this error, the response times reflected above for 2005-06 Estimated Actual and 2006-07 and 2007-08 Proposed accurately reflect Priority 1 and 2 response times.

<sup>2</sup> The number of people entering courthouse weapons screening has decreased. This measure will be discontinued as of Fiscal Year 2006-07 since it is not performance based.

<sup>3</sup> This measure will be discontinued as of Fiscal Year 2006-07 in order to provide a performance measure that is outcome-based. The new Civil Law Enforcement System will be used to establish a benchmark for civil processes served, allowing for establishment of this as a performance measure in Fiscal Year 2007-08.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Detention Services	1,807.50	1,802.50	1,787.50	(0.83)	1,787.50
Law Enforcement Services	1,329.00	1,335.00	1,334.00	(0.07)	1,334.00
Sheriff Court Services	467.00	458.00	467.00	1.97	467.00
Human Resources Services	151.00	156.00	157.00	0.64	157.00
Management Services	232.00	235.00	239.00	1.70	239.00
Sheriff's ISF / IT	9.00	10.00	12.00	20.00	12.00
Office of the Sheriff	15.00	12.00	12.00	0.00	12.00
Total	4,010.50	4,008.50	4,008.50	0.00	4,008.50

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Detention Services	\$ 166,733,867	\$ 177,264,088	\$ 190,494,901	7.46	\$ 198,688,854
Law Enforcement Services	148,007,333	157,585,291	165,660,321	5.12	171,547,086
Sheriff Court Services	44,734,954	46,891,244	49,081,922	4.67	50,541,665
Human Resources Services	14,952,924	16,489,451	17,609,708	6.79	18,719,538
Management Services	48,757,725	34,809,898	34,119,795	(1.98)	28,918,997
Sheriff's ISF / IT	37,889,023	45,516,651	52,428,745	15.19	51,750,974
Office of the Sheriff	2,275,552	1,856,047	4,089,758	120.35	5,631,134
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.00	1,100,000
Sheriff Jail Stores ISF	4,645,200	3,850,000	4,259,800	10.64	4,259,800
Sheriff's Inmate Welfare Fund	5,277,000	4,559,081	4,704,695	3.19	4,704,695
Countywide 800MHZ CSA's	848,340	858,452	873,452	1.75	873,452
Total	\$ 475,221,918	\$ 490,780,203	\$ 524,423,097	6.85	\$ 536,736,195



Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 364,951,401	\$ 386,112,728	\$ 408,838,281	5.89	\$ 428,858,160
Services & Supplies	78,525,968	86,745,739	97,459,654	12.35	96,015,601
Other Charges	14,567,116	20,240,342	14,861,278	(26.58)	14,861,278
Capital Assets Equipment	19,335,864	1,364,898	661,690	(51.52)	837,120
Expenditure Transfer & Reimbursements	(6,924,031)	(6,864,967)	(7,058,192)	2.81	(7,259,645)
Operating Transfers Out	4,765,600	3,181,463	3,423,681	7.61	3,423,681
Management Reserves	—	—	6,236,705	—	—
Total	\$ 475,221,918	\$ 490,780,203	\$ 524,423,097	6.85	\$ 536,736,195

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 13,961,956	\$ 6,666,710	\$ 6,650,989	(0.24)	\$ 414,284
Licenses Permits & Franchises	233,500	233,500	233,500	0.00	233,500
Fines, Forfeitures & Penalties	8,838,585	13,909,747	8,729,767	(37.24)	8,729,767
Revenue From Use of Money & Property	7,432,595	6,417,877	7,300,000	13.74	5,700,000
Intergovernmental Revenues	42,983,347	37,757,944	41,316,894	9.43	41,541,519
Charges For Current Services	72,645,629	79,238,912	86,555,436	9.23	88,600,337
Miscellaneous Revenues	9,522,580	4,532,865	5,262,665	16.10	5,262,665
Other Financing Sources	149,959,346	159,565,982	174,176,567	9.16	180,264,153
General Revenue Allocation	169,644,380	182,456,666	194,197,279	6.43	205,989,970
Total	\$ 475,221,918	\$ 490,780,203	\$ 524,423,097	6.85	\$ 536,736,195

# Alternate Public Defender



## Department Description

The Department of the Alternate Public Defender provides legal representation to indigent residents of San Diego County who have been charged with the commission of criminal offenses or are subject to Dependency court proceedings affecting the rights of families. Legal representation is provided in cases in which the Public Defender has a conflict of interest or otherwise has been relieved as counsel. The Alternate Public Defender represents clients 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

Ensure that the right to competent and effective defense counsel is a reality for the indigent in San Diego County by always seeking the best ethical and legal outcomes possible through skilled and vigorous representation for every client.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Successfully competed in and was chosen by the Administrative Office of the Courts to provide representation for parents brought before the Juvenile Courts throughout San Diego County.
- Supported families with children by developing and implementing a cost efficient and effective Dependency Representation approach, utilizing attorneys, paralegal investigators, and interns as teams to represent 5,457 (100%), of the parents' cases appointed by the Juvenile Court.

### Strategic Initiative – Safe and Livable Communities

- Provided legal representation for 3,299 (100%), of court-appointed criminal and juvenile cases where no conflict existed.

- Provided assistance in more than 1,400 cases involving substance abuse offenses or related needs for counseling and treatment for addiction and abuse, through referrals to specialty drug courts, programs and services.

### Required Discipline – Information Technology

- Completed training and proficiency testing for 100% or approximately 90 employees in the Juvenile Case Activity Tracking System (JCATS), in order to track and verify the quality of service delivered to each client.

### Required Discipline – Fiscal Stability

- Created a separate and distinct unit, the Multiple Conflicts Office, to provide cost efficient and effective representation in 36 serious felony cases.

## 2006-08 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

### Strategic Initiative – Kids

Maintain and maximize opportunities for success of families and children through focus on resources, education, and partnerships.



- Reunite 55% (1,350) of families in all completed and closed dependency cases.

**Strategic Initiative – Safe and Livable Communities**

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

- Accomplish direct contact with 90% (6,300) of clients prior to the first court appearance to foster and ensure client rapport and family trust to facilitate favorable early resolutions, where appropriate.

**Required Discipline – Skilled, Competent and Diverse Workforce**

Ensure defense team is able to develop a successful legal strategy and determine viable defenses and/or mitigation circumstances at an early stage of the case.

- Achieve a minimum of 16 hours training/outreach per staff member to ensure the ability to develop a successful legal strategy and to determine viable defenses.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 5.00 staff years.

- Increase of 7.00 staff years in the Criminal Defense Division. The addition of 5.00 staff years will enable the department to effectively and efficiently provide indigent defense services. In addition 2.00 staff years will be transferred from the Administration Division and Juvenile Delinquency Division.

**Expenditures**

Proposes an increase of \$1.5 million.

- Increase of \$1.4 million in Salaries and Benefits due to an allowance for negotiated or anticipated cost of living adjustments and the addition of 5.00 staff years.
- Increase of \$0.1 million in Services and Supplies due to increases in facility operations and maintenance including utilities and general increases in department operating costs.

**Revenues**

Proposes an increase of \$1.5 million.

- Increase of \$0.2 million in Intergovernmental Revenues due to an increase in Reimbursement for Trial Courts which will directly offset increases in costs of the Juvenile Dependency program.
- Increase of \$0.2 million in Miscellaneous Revenues to align the budget with actual attorney fees recovered. These revenues support the Juvenile Dependency program
- Increase of \$1.1 million in General Revenue Allocation to support the staffing changes and operating cost increases described above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.





Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Provide Legal Representation for Criminal Cases <sup>1,2</sup>	3,469 <sup>1</sup>	3,000	3,299	N/A	N/A
Provide Legal Representation for Dependency Cases <sup>2</sup>	5,310	5,000	5,457	N/A	N/A
Provide Legal Representation for Delinquency Cases <sup>2</sup>	1,281	1,150	1,230	N/A	N/A
Provide Legal Representation for Capital Litigation Cases <sup>2</sup>	2	2	3	N/A	N/A
Complete annual review and approval for emergency preparedness plans for business continuity and site evacuation procedures <sup>2</sup>	2	2	2	N/A	N/A
Achieve a minimum of 16 hours training/ outreach per staff member in relevant skills by June 2007 <sup>3,4</sup>	N/A	N/A	N/A	60%	70%
Accomplish direct contact with every client prior to the first court appearance <sup>3,5</sup>	N/A	N/A	N/A	90%	95%
Reunify families in completed and closed dependency court cases <sup>3,6</sup>	N/A	N/A	N/A	55%	56%

<sup>1</sup> Includes a higher than anticipated number of cases referred from the Public Defender.

<sup>2</sup> These measures will be discontinued as of Fiscal Year 2006-07 and replaced by measures that better reflect outcomes for clients and the community.

<sup>3</sup> New measures effective Fiscal Year 2006-07 to better reflect current strategic priorities and outcomes for the community.

<sup>4</sup> Relevant skills include advocacy, communication, community networking and support, diversity and customer service.

<sup>5</sup> First court appearance is felony disposition conference in criminal cases and detention hearing in dependency and delinquency cases.

<sup>6</sup> Includes extended family.



## Alternate Public Defender

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration	8.00	8.00	7.00	(12.50)	7.00
Juvenile Dependency	36.00	39.00	39.00	0.00	39.00
Juvenile Delinquency	7.00	7.00	6.00	(14.29)	6.00
Criminal Defense	35.00	41.00	48.00	17.07	48.00
Total	86.00	95.00	100.00	5.26	100.00

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration	\$ 1,091,702	\$ 1,113,063	\$ 1,089,065	(2.16)	\$ 1,123,761
Juvenile Dependency	5,174,511	4,593,934	5,015,861	9.18	5,392,745
Juvenile Delinquency	1,172,299	1,229,336	1,032,676	(16.00)	1,053,119
Criminal Defense	5,827,233	6,700,375	7,963,651	18.85	8,236,188
Total	\$ 13,265,745	\$ 13,636,708	\$ 15,101,253	10.74	\$ 15,805,813

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 10,441,312	\$ 11,033,828	\$ 12,388,979	12.28	\$ 12,909,180
Services & Supplies	2,824,433	2,602,880	2,712,274	4.20	2,896,633
Total	\$ 13,265,745	\$ 13,636,708	\$ 15,101,253	10.74	\$ 15,805,813

### Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fines, Forfeitures & Penalties	\$ 49,851	\$ 49,851	\$ 49,851	0.00	\$ 49,851
Intergovernmental Revenues	5,417,783	5,382,512	5,582,528	3.72	5,959,270
Miscellaneous Revenues	267,895	80,000	300,000	275.00	313,000
General Revenue Allocation	7,530,216	8,124,345	9,168,874	12.86	9,483,692
Total	\$ 13,265,745	\$ 13,636,708	\$ 15,101,253	10.74	\$ 15,805,813

# Child Support Services



## Department Description

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

## Mission Statement

Promote the well-being and the self-sufficiency of families by establishing and enforcing support orders and promoting education and outreach to enhance the lives of children.

## 2005-06 Accomplishments

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the accomplishments stated below.

### Strategic Initiative - Kids

- Obtained fair and appropriate orders for paternity, financial, and/or medical support in a timely manner.
  - Reduced the amount of time from application for services to the establishment of a judgment for support from 162 to 130 days, a decrease of 20%, exceeding the target of a 10% decrease.
  - Increased the percentage of cases paying within 90 days of establishment from 36% to 42%, 800 to 930 eligible cases, just below the target of 46%.
  - Maintained the percentage of open cases with an enforceable order at 80%; 98,500 open cases have an enforceable order.
  - Decreased the percentage of non-paying cases from 36% to 32%, (16,500 cases).

### Strategic Initiative - Safe and Livable Communities

- Promptly and accurately opened and adjusted accounts based on information provided, and collected and disbursed payments in a timely manner.
  - Through February 2006, disbursed 100% (\$164,434) of child support payments to the custodial parents within 48 hours. Disbursement transitioned to the State in March 2006.
  - Met 90% of the department timelines for ensuring that the accounting records were updated with accurate information so that payments to parents were applied and disbursed correctly.
  - Increased the number of eligible customers receiving payments by Electronic Funds Transfer (EFT) from 23% (4050) to 30% (5,300).

### Required Discipline – Customer Satisfaction

- Informed the community of services offered and ensured customers were treated with fairness and respect as we efficiently provided accurate, resolution-based services.
  - Despite outreach efforts, the number of non-welfare applications did not increase (target was a 5% increase).
  - Increased the use of self-service options available via the phone and Internet by providing payment and court case information to customers.



- Decreased the average wait time to be seen by a caseworker in the DCSS office from 10 minutes to less than four minutes, exceeding goal of maintaining the 10-minute wait time.
- In February 2006, developed a survey for assessing customer satisfaction with service received over the phone.

**Required Discipline – Fiscal Stability**

- Worked with the State to support the timely transition to the statewide California Child Support Automation System (CCSAS) to avoid continuing federal penalties.
- Collaborated with the State to ensure the restructuring of the statewide allocation methodology in an effort to increase funding to the Department.

**2006-08 Objectives**

The DCSS revised its mission critical services to address the loss of staff due to the continued flat revenue allocation from the State. This plan includes objectives which reflect desired outcomes and priorities of the department.

**Strategic Initiative – Kids**

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Ensure at least 80% of open cases have an enforceable order.
  - Review 10,000 cases with a current support order to ensure a fair and accurate order exists for the parties involved.
  - Increase percentage of cases with parentage established from 84% (101,200) to 90%.
- Maximize compliance with support orders by promoting, enabling, and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Maintain the percentage of non-paying cases at 32%, 16,500 cases, which was a reduction from the previous fiscal year.

- Increase the percentage of current support collected to current support owed from 47% to 49%.
- Increase the percentage of cases with a payment on arrears from 51% to 53%.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Develop an advertising strategy to increase community awareness of the free services provided by DCSS.
  - Increase media outreach by placing at least four features about DCSS in local media, producing two media informational packets, distributing at least six press releases, and appearing on at least three radio or television public affairs shows.
  - Increase the number of weekday outreach presentations at community based organizations from 25 to 30.
  - Educate non-custodial parents regarding their responsibilities and options related to their child support obligations.

**Required Discipline – Fiscal Stability**

- Meet or exceed the federal performance measure goal to collect at least \$2.00 of support for every \$1.00 spent on operations.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a reduction of 60.00 staff years.

- As a result of a flat State funding allocation for Fiscal Year 2006-07 and increased operational costs, 60.00 vacant staff years are proposed to be eliminated to align expenditures with program revenues.

**Expenditures**

Proposes a net decrease of \$3.3 million.



- Salaries and Benefits decrease by \$4.2 million due to the elimination of 60.00 vacant staff years and budgeted savings based on the projected attrition of 58.00 additional staff years during Fiscal Year 2006-07 offset by an allowance for negotiated or anticipated cost of living adjustments.
- Services and Supplies increase by \$1.3 million in the first year of the Operational Plan due to one-time costs and costs of the transition to the statewide child support automation system. Also included is the one-time payment of the direct local share of the federal penalty assessed for Fiscal Year 2005-06 due to the State's delay in implementing a statewide child support automation system.

- Capital Assets decrease by \$0.4 million due to changes in State reimbursement guidelines which make leasing equipment more cost effective.

#### **Revenues**

Proposes a net decrease in of \$3.3 million.

- Intergovernmental Revenues decline by \$3.3 million due to a decrease in claimable expenditures.

#### **Significant Changes in Fiscal Year 2007-08**

State funding available to the local DCSS to match federal funds is not projected to increase. Increased operating costs will require staff years to be further reduced in Fiscal Year 2007-08. Additional Operational Plan changes may be required by the transition to the statewide California Child Support Automation System at the end of Fiscal Year 2007-08.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Percent of Current Support Collected (Federal performance measure #3)	42.1%	45%	47%	49% <sup>7</sup>	51%
Average Speed of Answer at Call Center <sup>1</sup>	52 seconds	1.0 minute	1.0 minute	N/A	N/A
Collections disbursed to families (in millions) <sup>2</sup>	\$103.7	\$101.5	\$109.3	N/A	N/A
Percent of undistributed collections <sup>3</sup>	0.85%	1.0%	1.0%	N/A	N/A
Customer satisfaction rating (Scoring 1-5) <sup>4</sup>	N/A	4.0	4.22	4.22 <sup>7</sup>	4.25
Percent of cases with an enforceable order (Federal performance measure #2) <sup>5</sup>	N/A	N/A	N/A	80% <sup>7</sup>	82%
Percent of arrears collection (Federal performance measure #4) <sup>6</sup>	N/A	N/A	N/A	53% <sup>7</sup>	55%
Total Collections (in millions) <sup>6</sup>	N/A	N/A	N/A	\$169 <sup>7</sup>	\$170

<sup>1</sup> Discontinued as a performance measure in Fiscal Year 2006-07, as the department will focus on resolution-based services.

<sup>2</sup> Discontinued as a performance measure in Fiscal Year 2006-07, as the department will focus on total collections.

<sup>3</sup> Discontinued as a performance measure in Fiscal Year 2006-07, as the responsibility for identifying, applying and disbursing payments transitioned from the department to the State in March 2006.

<sup>4</sup> Scale of 1-5, with 5 being "excellent". This performance measure was established in Fiscal Year 2005-06. The internal customer service satisfaction survey will be reviewed quarterly for results.

<sup>5</sup> This new performance measure reflects commitment to obtain support orders.

<sup>6</sup> This new performance measure reflects department focus on total collections for families and welfare reimbursement.

<sup>7</sup> The department will reorganize staff resources as necessary to improve processes and achieve performance goals.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Relations	5.00	4.00	4.00	0.00	4.00
Production Operations	608.00	557.00	500.00	(10.23)	500.00
Staff Development Division	25.00	18.00	18.00	0.00	18.00
Quality Assurance	2.00	2.00	2.00	0.00	2.00
Administrative Services	24.00	23.00	22.00	(4.35)	22.00
Recurring Maintenance and Operations	10.00	12.00	12.00	0.00	12.00
Help Desk Support	10.00	8.00	6.00	(25.00)	6.00
Total	684.00	624.00	564.00	(9.62)	564.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Relations	\$ 395,868	\$ 335,051	\$ 347,523	3.72	\$ 355,675
Production Operations	48,894,201	49,728,204	46,765,683	(5.96)	44,264,552
Staff Development Division	1,844,856	1,486,226	1,476,101	(0.68)	1,516,358
Quality Assurance	196,109	204,760	196,956	(3.81)	201,629
Administrative Services	2,183,610	2,116,776	2,153,291	1.73	2,218,250
Recurring Maintenance and Operations	1,636,459	1,580,016	1,650,269	4.45	1,688,689
Maintenance and Operations	—	396,200	—	(100.00)	—
Help Desk Support	733,056	657,981	582,106	(11.53)	597,751
Total	\$ 55,884,159	\$ 56,505,214	\$ 53,171,929	(5.90)	\$ 50,842,904

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 45,901,098	\$ 46,280,637	\$ 42,006,384	(9.24)	\$ 41,801,900
Services & Supplies	9,849,496	9,828,377	11,165,545	13.61	9,041,004
Capital Assets Equipment	133,565	396,200	—	(100.00)	—
Total	\$ 55,884,159	\$ 56,505,214	\$ 53,171,929	(5.90)	\$ 50,842,904



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Intergovernmental Revenues	\$ 52,966,159	\$ 53,935,214	\$ 50,619,329	(6.15)	\$ 48,290,304
Charges For Current Services	2,903,000	2,520,000	2,550,600	1.21	2,550,600
Miscellaneous Revenues	15,000	50,000	2,000	(96.00)	2,000
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 55,884,159	\$ 56,505,214	\$ 53,171,929	(5.90)	\$ 50,842,904



# Citizens' Law Enforcement Review Board



## Department Description

The Citizens' Law Enforcement Review Board (CLERB) 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 arising out of, or in connection with, the activities of peace officers employed by the Sheriff's or Probation Departments. The Review Board issues monthly workload updates, and publishes a more comprehensive annual report which is widely distributed and is available on the Review Board's website ([www.sdcounty.ca.gov/clerb](http://www.sdcounty.ca.gov/clerb)).

## 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.

## 2005-06 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Maintained public accountability of peace officers employed by the County to the extent allowed by law through the receipt and timely investigation of citizens' complaints.
- Completed investigation of 99% (122) of cases within one year, just short of the 100% goal.
- Provided monthly early warning reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity of the employees, when known, to enable them to take corrective action when necessary.

- Participated in nine community-based meetings during the year to increase community awareness of the Citizens' Law Enforcement Review Board.
- Attained customer service survey responses in 64 (94%) of the 67 of complaints filed exceeding the goal of 61% return rate.
- Achieved an initial complaint turn-around of two working days or less in 100% (116) of cases received, meeting goal. This is measured from when the complaint is received to when case documents are completed and mailed back to the complainant for verification and signature.

## 2006-08 Objectives

### Strategic Initiative – Safe and Livable Communities

- Maintain public accountability of peace officers employed by the County in the Sheriff's and Probation Departments to the extent allowed by law through the receipt and timely investigation of citizens' complaints.
- Ensure that all case investigations are completed within one year of the date received.



- Receive and process new complaints in a timely manner. Maintain a complaint turn-around of two working days or less, measured from when the complaint is received to when case documents are completed and returned to the complainant for verification and signature.
- Provide monthly early warning reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable them to take corrective action when necessary.
- Participate in community based meetings each quarter to increase community awareness of the Review Board.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no staffing changes.

**Expenditures**

Proposes a net increase in expenditures of \$0.02 million due primarily to an allowance for negotiated or anticipated cost of living adjustments in Salaries and Benefits.

**Revenues**

Proposes a net increase in General Revenue Allocation of \$0.02 million to offset the expenditure increases described above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.

<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Mail out complaint documents for complainant signature within two working days of initial contact	N/A	100%	100%	100%	100%
Complete case investigations within one year	100%	100%	99%	100%	100%
Provide monthly early warning reports to the Sheriff and Probation Departments	12	12	12	12	12
Hold or attend at least one community based meeting per quarter. (Target 4 meetings)	6	4	9	4	4



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Total	4.00	4.00	4.00	0.00	4.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Law Enforcement Review Board	\$ 507,280	\$ 497,922	\$ 523,047	5.05	\$ 538,262
Total	\$ 507,280	\$ 497,922	\$ 523,047	5.05	\$ 538,262

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 395,955	\$ 397,963	\$ 420,918	5.77	\$ 434,031
Services & Supplies	111,325	99,959	102,129	2.17	104,231
Total	\$ 507,280	\$ 497,922	\$ 523,047	5.05	\$ 538,262

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
General Revenue Allocation	473,665	497,922	523,047	5.05	538,262
Total	\$ 507,280	\$ 497,922	\$ 523,047	5.05	\$ 538,262



# Office of Emergency Services



## Department Description

The Office of Emergency Services (OES) coordinates the overall County response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (a central facility which provides regional coordinated emergency response), and also acts as staff to the Unified Disaster Council (UDC), a joint powers agreement between all 18 incorporated cities and the County of San Diego. The UDC provides for the coordination of plans and programs countywide to ensure protection of life and property.

## Mission Statement

Coordinate the County's planning for, response to, and recovery from disasters to ensure safe and livable communities.

## 2005-06 Accomplishments

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the accomplishments stated below.

### Strategic Initiative – Kids

- Promoted and supported family self-sufficiency.
  - Developed a Kids Page on the OES website to educate children about disaster preparedness activities.
  - Implemented a Merit Badge Program for the Girl Scouts of America San Diego/Imperial Council whereby each Scout delivered 10 Disaster Preparedness Plans for a Merit Badge. Plans were distributed to 15,081 households. Worked with County Television Network to produce a video of this program to train other community groups.

- Increased school awareness by conducting a disaster preparedness tabletop exercise (communication and response coordination discussion of simulated disaster to test protocol and procedures) with four school districts and the County Office of Education.
- Provided terrorism awareness educational materials to every school, library and fire station in the county for distribution to families.
- Conducted seven emergency preparedness presentations at local educational institutions.

### Strategic Initiative – Safe and Livable Communities

- Collaborated with individuals and communities to anticipate disasters and prepare to withstand and recover from their impacts.
  - Coordinated the countywide Homeland Security Exercise and Evaluation Program, and conducted one full-scale exercise with the County and cities in the San Diego region.
  - Conducted six tabletop exercises with the U.S. Navy, U.S. Coast Guard, various cities and communities to exercise emergency plans.



- Administered \$9.2 million in Homeland Security Grant Program funds to County departments, Fire Protection Districts, Volunteer Fire Departments, 18 incorporated cities and Special Districts to provide protective equipment, training and exercises aimed to prevent, deter, respond to, and recover from threats and incidents of terrorism.
- Assisted 10 communities in completing emergency protection and evacuation plans.
- Completed a Recovery Plan for San Diego County, to ensure the county is prepared to effectively and efficiently help citizens recover from a disaster.
- Provided preparedness information to the Independent Grocers and Convenience Store Association and the City of Escondido for distribution to their business owner members.
- Received four awards from the National Association of Counties (NACo) in the areas of Multi-hazard Mitigation Plan, Terrorism Public Awareness Campaign, Homeland Security Exercise Evaluation Program and the Student Services Program.

**Required Discipline - Skilled, Competent and Diverse workforce**

- Developed three new Concept of Operations documents, which outline protocols and procedures for communication and response in the event of a disaster, for Earthquake/Tsunami and Pandemic Influenza.
- Developed a Staff Duty Officer Training Program for all new OES Emergency Services Coordinators.
- In conjunction with the Health and Human Services Agency (HHSA), developed an orientation program that focuses on joint training and collaboration for duty officers of HHSA, OES, and the Department of Environmental Health.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Promote and support family self-sufficiency.
  - Implement Merit Badge Program for the Boy Scouts of America San Diego/Imperial Council whereby each Scout delivers 10 Family Disaster Plans or a Merit Badge.
  - Research and develop new materials for the Kids Page on the OES website to promote family emergency readiness.
  - Conduct five emergency preparedness presentations at local educational institutions.

**Strategic Initiative – The Environment**

- Reduce environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
  - Work with the U.S. Coast Guard in regional oil spill contingency planning.

**Strategic Initiative – Safe and Livable Communities**

- Collaborate with individuals and communities to anticipate disasters and prepare to withstand and recover from their impacts.
  - Distribute a Family Disaster Plan to each household in San Diego County by December 2006.
  - Upgrade the existing facility to a state-of-the-art Emergency Operations Center (EOC), to optimize communication among county policymakers and link to other operation centers in times of disaster.
  - Conduct one full-scale exercise with the cities of the San Diego region.
  - Conduct nine disaster preparedness tabletop exercises, involving two cities per tabletop.
  - Conduct one communications tabletop exercise to test the County’s ability to communicate during a disaster.
  - Conduct one evacuation tabletop exercise/workshop by December 2006.



- Conduct one full-scale Nuclear Power Plant Exercise by May 2007.
- Enhance the quality of exercises by incorporating 2-1-1 (a public information phone line which provides critical health and human services available in the community) and ensuring post disaster recovery is included in all exercises.
- Finalize the interim draft of the San Diego County Operational Area Emergency Plan that provides County agencies a standardized emergency management approach in compliance with State and federal requirements.
- Achieve compliance with the federal requirement to fully implement the National Incident Management System (NIMS), which provides a nationally standardized methodology in responding to disasters.
- Implement a comprehensive Business Continuity Plan, to ensure the ability to continue critical County services in the event of a disaster, with specific attention to departments with 24-hour operations such as detention facilities.
- Coordinate recovery efforts to facilitate the restoration of critical needs and services of our residents, businesses and government to function as a community following a disaster.
- Enhance evacuation planning capabilities for the general population and address evacuation issues for those that may require special assistance.
- Develop public educational campaigns and materials to improve preparedness and awareness; cooperate with local educational institutions, hospitals, media outlets, and libraries in distributing these materials. Conduct this public awareness campaign with trademark slogan, "Preparedness Starts with You."
- Reduce the vulnerability of our community to disasters and prevent, deter, respond to, and recover from threats and incidents of terrorism with the support of State and federal grant funds.

### Changes From 2005-06 Adopted

#### Staffing

Proposes an increase of 3.00 staff years.

- Increase of 1.00 staff year to enhance public awareness by focusing on increased community outreach and education, as well as working collaboratively to utilize the 2-1-1 phone line to provide callers emergency information during disasters.
- Increase of 1.00 staff year with expertise on geographical information systems (GIS) to provide better disaster response coordination and deployment of resources.
- Increase of 1.00 staff year to competitively procure and administer grant funds to effectively manage emergencies in the San Diego region due to State and federal changes to the acquisition of grants

#### Expenditures

Proposes a net decrease of \$9.7 million.

- Increase of \$0.3 million in Salaries and Benefits will support the staffing changes described above and provide an allowance for negotiated or anticipated cost of living adjustments.
- Increase of \$2.9 million in Services and Supplies to support one-time communications and equipment upgrades of \$2.0 million in the County Emergency Operations Center. The County's Emergency Operations Center provides the chief communication link between the State and all local government jurisdictions in the county.
- Net decrease of \$12.9 million in Other Charges due to completion of grant funded activities associated with several State Homeland Security Grant Programs (SHSGP) combined with increased equipment purchases, exercise, training, and planning activities associated with Fiscal Year 2005 Homeland Security Grants.



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### Revenues

Proposed a net decrease of \$9.7 million.

- Net decrease of \$12.1 million in revenues due to completion of grant funded activities associated with several State Homeland Security Grant Programs (SHSGP) offset by an increase in equipment purchases, exercise, training, and planning activities associated with Fiscal Year 2005 Homeland Security Grants.
- Increase of \$2.0 million in Fund Balance to support the one-time communications and equipment upgrades in the County Emergency Operations Center and further enhance community outreach efforts to improve public awareness.

- Increase of \$0.4 million in General Revenue Allocation to support the staffing changes described above and to offset increases in the department's operating costs.

### Significant Changes in Fiscal Year 2007-08

An increase in General Revenue Allocation is proposed to support the costs of 6.00 existing staff years currently funded by federal terrorism grants through March 31, 2007. These staff years perform activities related to homeland security planning and training. Continued funding for these positions will ensure those critical activities continue.





<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Tabletop exercises to be conducted for cities to exercise their emergency plans <sup>1</sup>	14	6	6	N/A	N/A
Percentage of San Diego's 18 cities participating in series of Tabletop exercises <sup>2</sup>	N/A	N/A	N/A	100%	100%
Communities assisted in the development/ completion of evacuation/emergency plans <sup>3</sup>	10	10	10	5	N/A
Number of full-scale countywide exercises and Nuclear Power Plant graded exercises conducted <sup>4</sup>	N/A	1	1	2	1
Number of quarterly drills (4 total) conducted to test Emergency Operations Center (EOC) Activation procedures <sup>2</sup>	N/A	N/A	N/A	4	4
Percentage of San Diego County schools (569) to receive information in emergency preparedness	50%	50%	100%	100%	100%
Number of exercises (tabletop or functional) conducted to test the County's Interoperable Communications plan <sup>2</sup>	N/A	N/A	N/A	2	2
Emergency Operations Center (EOC) activated at Level 1 within an hour of notification of the triggering event <sup>5</sup>	N/A	80%	100%	N/A	N/A

<sup>1</sup> This Performance Measure is being replaced in Fiscal Year 2006-07.

<sup>2</sup> New measures for Fiscal Year 2006-07 to better reflect outcome

<sup>3</sup> This measure is being replaced in Fiscal Year 2006-07. It is anticipated that all communities interested in developing Community Protection and Evacuation Plans will have them completed in Fiscal Year 2006-07. Future year focus will be on exercising and updating the plans.

<sup>4</sup> This measure is revised to include the one Nuclear Power Plants graded exercise in Fiscal Year 2006-07.

<sup>5</sup> Performance measure completed in Fiscal Year 2005-06. All activations in Fiscal Year 2005-06 achieved Level 1 staffing within one hour.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Office of Emergency Services	12.00	16.00	19.00	18.75	19.00
Total	12.00	16.00	19.00	18.75	19.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Office of Emergency Services	\$ 21,980,736	\$ 24,442,981	\$ 14,777,480	(39.54)	\$ 3,087,898
Total	\$ 21,980,736	\$ 24,442,981	\$ 14,777,480	(39.54)	\$ 3,087,898

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 1,298,568	\$ 1,676,556	\$ 1,976,171	17.87	\$ 2,042,191
Services & Supplies	7,694,927	5,497,498	8,433,342	53.40	513,540
Other Charges	8,487,241	17,268,927	4,367,967	(74.71)	532,167
Total	\$ 21,980,736	\$ 24,442,981	\$ 14,777,480	(39.54)	\$ 3,087,898

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 495,886	\$ 200,000	\$ 2,200,000	1,000.00	\$ 200,000
Intergovernmental Revenues	20,792,372	23,743,379	11,653,306	(50.92)	1,221,713
General Revenue Allocation	482,528	499,602	924,174	84.98	1,666,185
Total	\$ 21,980,736	\$ 24,442,981	\$ 14,777,480	(39.54)	\$ 3,087,898

# Medical Examiner



## Department Description

The Department of the Medical Examiner provides forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 51% of deaths in the County, and ultimately transports approximately 12.5% of decedents to the department facility to determine the cause and manner of death. The department performs such tasks as scene investigations, autopsies and external examinations, toxicology, histology and administrative support. In addition, the department hosts educational tours of the Medical Examiner facility on a regular basis.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Implemented the revised State protocol for reporting on Sudden Infant Death Syndrome (SIDS), and contributed to understanding of SIDS through the support of education of expectant mothers.
- Conducted research on childhood death by working with the District Attorney, the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), and the National Institute of Child Health and Human Development (NICHD).
- Provided educational tours of the Medical Examiner facility and education seminars for four approved high school groups.

### Strategic Initiative – The Environment

- Achieved a result of “no reportable incidents” (no contamination of public property) by providing guidance and coordination to responsible parties for bio-hazardous waste removal at all death scenes on public property.
- Achieved a result of “no reportable incidents” in the Medical Examiner facility by adhering to strict regulations for x-ray machine usage, blood-borne bio-hazardous waste confinement, radiation detection, and use of laboratory chemicals. Failure to follow proper procedures could result in reduction of staffing levels and lost productivity.

### Strategic Initiative – Safe and Livable Communities

Note: Please see the Performance Measure Table for more information on stated performance standards.

- Enabled timely funeral services for families by making bodies ready for release within the stated performance standards in 100% (2,595) of cases.
- Facilitated timely receipt of benefits to families by completing final death certificates within the stated performance standards in 97% (2,512) of cases.



- Enabled timely sharing of detailed information regarding the cause and manner of death, by completing examination reports within the stated performance standards in 83% (2,162) of cases.
- Facilitated timely completion of examination reports by completing toxicology reports within the stated performance standards in 100% (1,958) of cases requiring toxicology testing.
- Facilitated timely completion of examination reports by completing investigative reports within the stated performance standards in 100% (2,595) of cases.

**Regional Leadership**

- Conducted research efforts to promote safe and livable communities by working with the District Attorney and organizations such as the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the San Diego Regional Pharmaceutical Narcotic Enforcement Team (RxNET) and the Common Ground Community.
- Provided education by conducting autopsy demonstrations for paramedic students, District Attorneys, Public Defenders, investigators, police cadets, law school and forensics students, as well as providing training seminars for groups such as the Trauma Intervention Programs (TIP) of San Diego County. Demonstrations and seminars conducted for 72 requesting groups from approved categories.
- One of 22 facilities in the United States and Canada to be awarded accreditation for the Forensic Toxicology Laboratory by the American Board of Forensic Toxicology.

**2006-08 Objectives**

The Public Safety Group’s performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

**Strategic Initiative – Kids**

- Contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the National Institute of Child Health and Human Development, and the California SIDS Advisory Council.
- Provide career opportunity or correctional training by fulfilling 100% of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

**Strategic Initiative – The Environment**

- Achieve a result of “no reportable incidents” (no contamination of public property) by providing guidance and coordination to responsible parties for bio-hazardous waste removal at all death scenes on public property.

**Strategic Initiative – Safe and Livable Communities**

Promote safe and livable communities by providing objective, accurate, and timely determination of cause and manner of death in order to assist families and public and private agencies.

- Enable timely sharing of detailed information regarding the cause and manner of death by completing investigative, toxicology, and examination reports within the stated performance standards.
- Participate in the design of a new Medical Examiner and County Veterinarian joint facility to enhance the functioning of the current outdated building. This new facility will enable the Medical Examiner to achieve improvements in current performance levels, as well as introduce new capabilities.
- Enable timely progress of the justice system by completing homicide examination reports within the stated performance standards.



- Share detailed information regarding the cause and manner of death by providing copies of case reports in Medical Examiner cases within stated performance standards.
- Begin the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
- Notify next-of-kin for identified Medical Examiner cases within stated performance standards.
- Enable timely funeral services for families by making bodies ready for release within the stated performance standards.
- Promote educational opportunities to various groups and the general community to strengthen the scientific field and promote the health and safety of the region.
- Provide education opportunities by fulfilling 100% of appropriate requests to provide training, lectures, and demonstrations for approved educational purposes within four months of request.

### **Changes from 2005-06 Adopted**

#### **Staffing**

Proposes an increase of 3.00 staff years.

- Increase of 2.00 staff years will reduce investigator response time to homicides and other death scenes. This will relieve law enforcement personnel on the scene and allow them to return to patrol.

- Increase of 1.00 staff year will enable the department to increase hours of operation. The increased availability will enable the department to perform autopsies in a more timely fashion, since annual autopsies have increased by 10% (183) since 2001.

#### **Expenditures**

Proposes a net increase of \$0.6 million.

- Increase of \$0.5 million in Salaries and Benefits supports the staffing changes described above and an allowance for negotiated or anticipated cost of living adjustments.
- Increase of \$0.1 million primarily due to increases in Services and Supplies to support increases in department operating costs, an increase in Capital Assets Equipment to replace aging equipment and to purchase a vehicle offset by an adjustment to Expenditure Transfers and Reimbursements to reflect amounts received from the Health and Human Services Agency (HHSA) for Emergency Medical Services.

#### **Revenues**

Proposes a net increase in revenues of \$0.6 million due to an increase in General Revenue Allocation to support the staffing changes described above and offset increases in the department's operating costs.

#### **Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Bodies made ready for release on time <sup>1</sup>	100.0%	100.0%	100.0%	100.0%	100.0%
Final Death Certificates completed on time <sup>2,9</sup>	94.6%	99.2%	97.0%	N/A	N/A
Investigative Reports completed on time <sup>3</sup>	94.4%	97.3%	100.0%	100.0%	100.0%
Toxicology Reports completed on time <sup>4</sup>	100.0%	100.0%	100.0%	100.0%	100.0%
Examination Reports completed on time <sup>5</sup>	87.7%	97.6%	83.3%	95.0%	95.0%
Homicide Examination Reports completed on time <sup>6</sup>	N/A	N/A	N/A	100.0%	100.0%
Next-of-kin notification completed on time <sup>7</sup>	N/A	N/A	N/A	100.0%	100.0%
Case reports provided on time <sup>8</sup>	N/A	N/A	N/A	100.0%	100.0%

<sup>1</sup> 90% in 2 days or less; 7% between 3 and 7 days; and no more than 3% longer than 7 days.

<sup>2</sup> 70% in 14 days or less; 18% between 15 and 60 days; 10% between 61 and 90 days; and no more than 2% longer than 90 days.

<sup>3</sup> 50% in 21 days or less; 40% between 22 and 60 days; 8% between 61 and 90 days; and no more than 2% longer than 90 days.

<sup>4</sup> 55% in 21 days or less; 40% between 22 and 60 days; 3% between 61 and 90 days; and no more than 2% longer than 90 days.

<sup>5</sup> 40% in 21 days or less; 40% between 22 and 60 days; 15% between 61 and 90 days; and no more than 5% longer than 90 days. This measure was not achieved due to a pathologist position that has been vacant since October 2004. This vacancy represents 14% (1 of 7) of the authorized positions for forensic pathologists.

<sup>6</sup> 95% in 60 days or less.

<sup>7</sup> 90% within 12 hours of identification.

<sup>8</sup> 95% in 7 days or less after having both a request and case closure.

<sup>9</sup> This performance measure is being discontinued due to the implementation of the Electronic Death Registration System and pending changes to the time involved in preparing certificates.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Decedent Investigations	51.00	53.00	56.00	5.66	56.00
Total	51.00	53.00	56.00	5.66	56.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Decedent Investigations	\$ 6,691,917	\$ 7,037,130	\$ 7,638,378	8.54	\$ 8,048,705
Total	\$ 6,691,917	\$ 7,037,130	\$ 7,638,378	8.54	\$ 8,048,705

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 5,429,354	\$ 5,770,799	\$ 6,273,393	8.71	\$ 6,469,396
Services & Supplies	1,262,563	1,341,331	1,398,985	4.30	1,673,309
Capital Assets Equipment	—	—	66,000	—	6,000
Expenditure Transfer & Reimbursements	—	(75,000)	(100,000)	33.33	(100,000)
Total	\$ 6,691,917	\$ 7,037,130	\$ 7,638,378	8.54	\$ 8,048,705

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Charges For Current Services	\$ 868,064	\$ 545,678	\$ 545,678	0.00	\$ 545,678
Miscellaneous Revenues	44,220	44,220	44,220	0.00	44,220
General Revenue Allocation	5,779,633	6,447,232	7,048,480	9.33	7,458,807
Total	\$ 6,691,917	\$ 7,037,130	\$ 7,638,378	8.54	\$ 8,048,705





# Probation Department

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## Department Description

The Probation Department provides detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three 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 these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County.

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## Mission Statement

Promote safe and livable communities by providing quality service to the probationer, Courts, victims, partner agencies, and the public.

## 2005-06 Accomplishments

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the accomplishments stated below.

### Strategic Initiative – Kids

- Provided resources, services, and referrals to increase resiliency of juveniles and families to reduce their risk of entering or re-entering the juvenile justice system.
  - 94% (150) of juvenile offenders placed on informal supervision did not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision, exceeding the target of 70%.
  - 100% (69) of offenders in the Women and Their Children (WATCh) program delivered toxic-free babies.
- 75% (945) wards successfully completed formal probation.
- 76% (210) wards receiving CHOICE Intensive Case Management Intervention and Supervision services did not have a probation violation.
- Supported the Health and Human Services Agency in efforts to implement Proposition 63, *The Mental Health Services Act*.
  - Collaborated with the Health and Human Services Agency to develop program proposals to provide services to 156 of mentally ill transitional age youth on probation (16-24 year olds).
- Enhanced juvenile programming in institutions to respond to the changing needs of the community.
  - Launched research initiative with San Diego Association of Governments (SANDAG) to evaluate the effectiveness of institutional programming in juvenile camps and ranches.
  - Implemented a pilot program for enhanced vocational programming at Camp Barrett to allow 48 wards to participate Regional Occupational Programs i.e. Fire Science Academy, Food Service, and landscape/building maintenance.



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### Strategic Initiative – The Environment

- Provided a cost effective alternative to custody and/or paying fines by allowing offenders to serve the community, restore the environment, and positively reintegrate into the community.
  - Increased the number of hours Probation Department work crews spent restoring the environment by 18% (5,400 hours), exceeding the target of 15%.

### Strategic Initiative – Safe and Livable Communities

- Increased public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and the use of community and custodial interventions.
  - Increased the number of searches in of gang members, sex offenders, and drug offenders for drugs and weapons by 30% (562 searches), exceeding the target of 10%.
- Provided safe and secure custody with rehabilitative programs (school, gang interventions, mental health needs, and substance abuse prevention) for juvenile offenders who pose a risk to themselves or the community.
  - Decreased the number of detainee assaults on other detainees or staff in juvenile institutions by 13% (131 assaults), exceeding the target of 10%.
  - 94% (683) of wards released, successfully completed the Juvenile Ranch Facility Program.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution, and other conditions of probation.
  - Contacted 90% (25,852) of available victims to inform them of their rights to restitution and a victim impact statement, below the target of 100%. Attempted to contact 100% but had inaccurate contact information on some cases.

- Participated in efforts to facilitate the successful re-entry of offenders released from custody back into the community.
  - Contributed to the design of a comprehensive “Community Prison Re-entry Program” plan for ex-offenders, authorized by Senate Bill 618, to facilitate the successful re-entry of offenders released from prison back into the community, in collaboration with the California Department of Corrections and Rehabilitation, the County Departments of the Sheriff, District Attorney, Public Defender, and the Health and Human Services Agency, local treatment and social service providers, and the faith-based community.
  - Implemented Functional Family Therapy to provide counseling services to wards and their families at the Reflections Central site in collaboration with Social Advocates for Youth, Health and Human Services Agency, San Diego Youth and Community Services and McAlister Institute.
- Increased the level of supervision for 600 high-risk offenders including 18-24 year old youthful offenders, sex offenders, violent offenders, and probationers with Driving Under the Influence (DUI) offenses.
  - Established a youthful offender pilot program including substance abuse testing and treatment, educational and vocational programming which resulted in an increase in employment rates - from 35% (42 offenders) to 55% (66 offenders).
  - Established a regional based DUI pilot program providing substance abuse testing and treatment monitoring for over 250 felony drunk drivers. The DUI regional officers participated in 10 DUI checkpoints and warrant sweep operations with local law enforcement agencies.



- Established an East County violent offender program serving over 50 offenders providing monthly contacts including substance abuse testing and treatment monitoring and victim advocacy services.
- Established a regional based sex offender programs to focus on 200 sex offenders to provide monthly personal contacts including substance abuse testing and treatment monitoring and victim advocacy services. Twenty of these offenders are participating in the sex offender Global Positioning Satellite (GPS) monitoring pilot program which tracks the offenders seven days a week and 24 hours a day.
- Monitored and evaluated programs, developed expertise in pattern analysis, identified trends, developed geographic-mapping, and increased sharing of information with our community and law enforcement partners, meeting the objective.
- Established a research and evaluation unit to analyze program performance and identify evidence-based practices to address service gaps.
- Implemented the recommendations of the San Diego Regional Committee for Proposition 69, Deoxyribonucleic Acid (DNA) Identification for the DNA collection of probationers, meeting the objective.
  - Collected DNA for testing on 51% (1,005) of qualified out-of-custody juveniles, 50% (10,117) of qualified out-of-custody adults and 90% (285) of qualified in-custody juveniles.
- Targeted crime prevention and intervention by partnering with local law enforcement agencies in regional Methamphetamine, Violent Crimes, CATCH-ID (Identity Theft), Sexual Assault Felony Enforcement, Project Safe Neighborhoods, Regional Auto Theft, Jurisdictions Unified for Drug and Gang Enforcement Unit (JUDGE) and other task forces.
- Increased multi-agency operations by participating in 53 special operations with law enforcement agencies which focused on gangs, truancy, runaways, and drunk drivers.

**Required Discipline - Regional Leadership**

- In collaboration with Supervisor Dianne Jacob, collaborated with the Sheriff, the District Attorney, and the La Mesa Police Department in establishing the East County Gang Suppression Unit to address the escalating gang violence in East County.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Provide resources, services, and referrals to increase resiliency of juveniles and families to reduce their risk of entering or re-entering the juvenile justice system.
  - 80% of juvenile offenders placed on informal supervision will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision.
  - 75% of wards will successfully complete formal probation.
- Support efforts to implement the Mental Health Services Act to provide mental health services to mentally ill offenders on probation.
- Utilize Tele-Medicine, for routine psychiatric consultation for juveniles on psychotropic medication, via video conferencing at Camp Barrett and the Juvenile Ranch Facility.
- Enhance programming in institutions that respond to the changing needs of the community.
- Review Best Practice recommendations provided in the SANDAG Camp and Ranch Evaluation Study for possible implementation to improve the effectiveness of programming at these facilities.



- Provide services to adult offenders that affect their children positively.
- Recommend court orders and conditions of probation such as parenting, substance abuse prevention, and anger management classes to encourage healthy and positive behaviors that promote family self-sufficiency.

**Strategic Initiative – The Environment**

- Provide a cost effective alternative to custody and/or paying fines by allowing offenders to serve the community, restore the environment, and positively return into the community.
  - Increase the number of hours Probation Department work crews spend restoring the environment by 5% from last year’s target of 15% (27,000 hours).
- Promote energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-replenishable energy sources.
  - Reduce the number of gasoline replacement vehicles ordered by 20% or eight vehicles.

**Strategic Initiative – Safe and Livable Communities**

- Increase public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.
  - Increase the number of searches of probationers by 5% (98).
- Provide safe, secure custody with rehabilitative programs (school, gang interventions, mental health, alcohol, and drug) for juvenile offenders who pose a risk to themselves or the community.
  - Decrease the number of detainee assaults on other detainees or staff in juvenile institutions by 5% from last year’s target of 10%.
  - 85% of wards will successfully complete the Juvenile Ranch Facility Program.

- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contact at least 90% of available victims to inform them of their rights to restitution and a victim impact statement.
- Facilitate the successful re-entry of offenders, released from custody, back into the community.
- Collaborate with the District Attorney, Sheriff, and faith-based and other local treatment communities to implement the Community Prison Re-entry Program plan for ex-offenders.
- Increase education and/or employment of 300 high-risk youthful offenders by 50% (150 offenders) and reduce substance abuse by 50% (150 offenders) through increased community supervision.
- Reduce outstanding warrants on probationers by 500 cases through review and apprehension to increase offender accountability.
- Target crime prevention and interdiction by partnering with local law enforcement agencies.
- Increase multi-agency operations such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints including probation participation, by 10%.
- Promote victim safety, healing, and restoration by monitoring offender compliance, informing victims of Court hearings, and referring victims to support services.
- Implement a system of notification to victims regarding all Probation initiated hearings.
- Provide offenders with assessment-based case management and services (Mental Health, Alcohol and Drug, specialized educational, employment readiness) to support pro-social behavior and reduce recidivism.



- Assess and complete case treatment plan for 95% of high-risk offenders within 45 days of their release into the community.
- Collect DNA from 50% (5,500) of retroactive qualified out-of-custody adult and juvenile probationers, 75% of new qualified out-of-custody adult and juvenile probationers, and 90% of qualified in-custody juveniles.

### Changes from 2005-06 Adopted

#### Staffing

Proposes an increase of 33.00 staff years.

- Increase of 13.00 staff years in Adult Field Services due to the addition of one supervision unit which will expand the Youthful Offender Program and allow for an additional 300 high-risk youthful offenders (18 to 24 years old) in the North County and Central San Diego area to receive intensive community supervision services. High-risk youthful offenders are a significant driver of crime in San Diego County, particularly in the areas of violent crime, weapons possession, drug use and property crimes. According to the 2004 Department of Justice Crime statistics for San Diego, this group accounted for 32% of all felony arrests and committed 32% of all violent crimes, 48% of all weapons-related offenses, 34% of all drunken driving offenses, and 28% of drug-related offenses. Intensive supervision services provided to this group will focus on offender accountability, increasing employment or full time school enrollment and reduction of substance abuse through treatment.
- Increase in Institutional Services of 17.00 staff years will support the re-opening of a third dorm at Camp Barrett. This dorm will house 48 juvenile male offenders at the minimum-security facility and provide the Court with local sentencing alternatives. The proposal will provide a cost effective solution to reduce juvenile detention populations while ensuring that this portion of the detention population receives appropriate behavioral programming.

- Increase of 2.00 staff years is proposed in the Juvenile Field Services. The mid-year establishment of the East County Gang Suppression Unit resulted in the addition of 2.00 staff years (8/2/2005, #2). The Suppression Unit targets highly dangerous gang members and associates through identification, surveillance, supervision and apprehension activities.
- Increase of 1.00 staff year in Juvenile Field Services due to a mid-year budget action for the San Diego Police Department's Gang Unit (2/28/2006, #3). This position supports the Gang Unit by targeting gang members and associates, by assisting offenders to successfully complete probation, recommending immediate prosecution for violators, providing education and information to the public, and developing timely and accurate criminal intelligence. Juvenile Field Services increases are offset by the transfer of 1.00 staff year to Administrative Services division as described below.
- Increase in Administration of 1.00 staff year due to the transfer of 1.00 staff year from Juvenile Field Services to reflect the organization's reporting structure.

#### Expenditures

Proposes a net increase of \$11.6 million.

- Increase of \$9.4 million in Salaries and Benefits to support the staffing changes described above and an allowance for negotiated or anticipated cost of living adjustments.
- Increase of \$2.5 million in Services and Supplies primarily due to increased food costs resulting from increases in detention populations and inflationary increases and estimated increases in utilities costs.



- Increase of \$0.1 million in Other Charges is due to the purchase of replacement kitchen equipment at juvenile facilities.
- Increase of \$0.1 million in Capital Assets Equipment is due to the purchase of new vehicles to support the staff changes described above.
- Decrease of \$0.6 million in Management Reserves due to the removal of one-time costs to support the Probation Case Management system.

**Revenues**

Proposes a net increase of \$11.6 million.

- Net increase of \$6.4 million in Intergovernmental Revenues.
  - Decrease of \$0.2 million in federal revenue due to legislative changes that negatively impacted claimable services for foster care placements and due to decreases in external overheads previously allocated to this funding source.
  - Increase of \$0.4 million in federal Medi-Cal revenue primarily due to an increase in claimable expenses by participating juvenile and adult programs.
  - Increase of \$0.6 million in Foster Care revenues due to a 4%, or an additional six wards per month, increase in out-of-home court ordered placements to Residential Treatment Facilities (RTFs).
  - Increase of \$0.2 million in Proposition 36 *The Substance Abuse and Crime Prevention Act of 2000* revenue due to additional reimbursement by the County's Health and Human Services Agency of the actual program costs.
  - Increase of \$0.3 million in other federal revenue and grants due to increased population at juvenile detention facilities and camps.

- Increase of \$5.0 million in Social Services Realignment revenue due to the reclassification from Other Financing Sources.
- Net increase of \$1.0 million in Charges for Current Services.
  - Increase of \$0.3 million due to a projected increase in collections from adult offenders ordered by the Court to reimburse the County for the cost of probation services.
  - Increase of \$0.5 million in revenues generated by the Adult Work Project workers program is primarily due to an increase fees charged participants ordered by the Court to enroll in the program.
  - Increase of \$0.2 million in institutional care revenues is primarily due to the addition of 48 beds at Camp Barrett.
- Net decrease of \$2.7 million in Other Financing Sources.
  - Increase of \$2.3 million due to the growth of in Proposition 172 receipts including funds carried over from previous years to support the second year of the East County Gang Suppression Unit pilot program.
  - Decrease of \$5.0 million in Social Services Realignment revenue due to the reclassification to Intergovernmental Revenues.
- Decrease of \$0.6 million in Fund Balance due to the removal of one-time costs to support the Probation Case Management system.
- Increase of \$7.4 million in General Revenue Allocation to support the staffing changes described above and to offset general increases in the department's operational costs.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Percentage of Juvenile offenders placed on informal supervision <sup>1</sup> that will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision <sup>2,3</sup>	N/A	70%	94%	80%	80%
Percentage Increase in the number of hours Probation Department work crews will spend restoring the environment	N/A	15%	18%	20%	20%
Percentage increase in 4 <sup>th</sup> Amendment waiver searches of gang members, sex offenders, and drug offenders in Special Operations <sup>4</sup>	N/A	10%	30%	15%	15%
Percentage decrease in the number of detainee assaults on other detainees or staff in juvenile institutions	N/A	10%	13%	15%	15%
Percentage of available <sup>5</sup> victims contacted to inform them of their rights to restitution and a victim impact statement <sup>6</sup>	N/A	100%	90%	90%	90%

<sup>1</sup>Informal supervision is a way for misdemeanor and minor felony cases to be handled without formal adjudication and formal probation supervision.

<sup>2</sup> Informal supervision is voluntary and involves a six-month contract between the parent, the minor, and the Probation Department.

<sup>3</sup>Implemented new case screening and risk assessment criteria which ensured that only low- to medium-risk juvenile offenders are referred to Informal Supervision resulted in higher than anticipated completion rates. Sustaining current success rates may not be achievable since compliance with the program is voluntary and ratio of low to medium risk offenders is subject to change.

<sup>4</sup> The baseline for this accomplishment counted 3 types of 4<sup>th</sup> wavier searches as only one if they were completed on the same day and same probationer, the current system counts each type of search (person, residence or vehicle) seperately. A 15% increase over the baseline year is sustainable.

<sup>5</sup>Any victim with an available address and/or phone number.

<sup>6</sup> The Probation Department will attempt to contact 100% of available victims; the target above reflects the estimated percentage of available victims with accurate contact information.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Adult Field Services	380.00	385.00	398.00	3.38	398.00
Institutional Services	439.00	492.00	509.00	3.46	509.00
Juvenile Field Services	346.00	356.00	358.00	0.56	358.00
Department Administration	99.00	71.00	72.00	1.41	72.00
<b>Total</b>	<b>1,264.00</b>	<b>1,304.00</b>	<b>1,337.00</b>	<b>2.53</b>	<b>1,337.00</b>

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Adult Field Services	\$ 33,419,370	\$ 35,560,554	\$ 37,793,937	6.28	\$ 38,765,170
Institutional Services	42,481,317	47,531,530	51,799,361	8.98	53,439,137
Juvenile Field Services	56,609,181	51,328,530	52,464,417	2.21	53,623,840
Department Administration	12,853,824	9,055,568	12,996,137	43.52	12,504,951
Probation Asset Forfeiture Program	35,000	50,000	50,000	0.00	50,000
Probation Inmate Welfare Fund	225,000	225,000	225,000	0.00	225,000
<b>Total</b>	<b>\$ 145,623,692</b>	<b>\$ 143,751,182</b>	<b>\$ 155,328,852</b>	<b>8.05</b>	<b>\$ 158,608,098</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 98,453,231	\$ 103,675,246	\$ 113,090,675	9.08	\$ 116,325,821
Services & Supplies	32,648,396	30,380,621	32,900,255	8.29	33,118,355
Other Charges	14,541,594	10,389,676	10,475,676	0.83	10,427,676
Capital Assets Equipment	89,000	—	126,000	—	—
Expenditure Transfer & Reimbursements	(677,922)	(1,263,754)	(1,263,754)	0.00	(1,263,754)
Management Reserves	569,393	569,393	—	(100.00)	—
<b>Total</b>	<b>\$ 145,623,692</b>	<b>\$ 143,751,182</b>	<b>\$ 155,328,852</b>	<b>8.05</b>	<b>\$ 158,608,098</b>





Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 8,035,000	\$ 619,393	\$ 50,000	(91.93)	\$ 50,000
Fines, Forfeitures & Penalties	—	432,368	442,712	2.39	442,712
Revenue From Use of Money & Property	225,000	275,000	275,000	0.00	275,000
Intergovernmental Revenues	31,055,291	36,808,066	43,250,855	17.50	43,595,544
Charges For Current Services	8,084,311	9,292,447	10,334,117	11.21	10,602,778
Miscellaneous Revenues	64,864	138,312	18,312	(86.76)	18,312
Other Financing Sources	21,028,726	22,627,408	19,922,681	(11.95)	20,792,336
General Revenue Allocation	77,130,500	73,558,188	81,035,175	10.16	82,831,416
Total	\$ 145,623,692	\$ 143,751,182	\$ 155,328,852	8.05	\$ 158,608,098



# Public Defender

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## Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender also provides representation in some civil cases such as Juvenile Dependency, mental health matters and sexually violent predator cases. The department maintains offices in or near each of the County's five main courthouses.

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## Mission Statement

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

## 2005-06 Accomplishments

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the accomplishments stated below.

### Strategic Initiative – Kids

- Strengthened families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and by assisting juvenile clients on probation to clear their records to gain employment, training programs, and/or further education.
  - 185 juvenile record sealing requests were made to the court with 175 granted for a 95% success rate.
- Worked with the courts and Health and Human Services Agency (HHSA) to reunify children with their families or transition them to permanent placement to ensure they are provided with the opportunity to grow up in a stable environment.

- Achieved permanency for 37% or 712 of dependency cases. Fiscal Year 2005-06 is a baseline year for establishing an appropriate goal. The original target of 52% was not realistic because it was based on a State measure which included other objectives.
- Worked to reduce the time between a juvenile client's admission and formal sentencing to an average of thirty days in order to accelerate his or her commencement of a rehabilitation program and help prevent overcrowding in Juvenile Hall.
  - Sentencing occurs immediately for in-custody cases with zero elapsed days from admission and within 21 days of admission for out-of-custody cases.

### Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with our clients, informed them of their rights and ensuing procedures, established a bond of trust, and gathered background information in order to efficiently and effectively assess the treatment of each case to resolve cases at first appearance.
  - Resolved 70% or 50,531 of misdemeanor cases at first appearance. Probation revocation cases were not included in this total. The department will monitor



the performance on resolution of these case types during Fiscal Year 2006-07 and establish a baseline to measure and report performance.

- Conducted timely investigations, comprehensive client interviews and obtained maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and early resolution when doing so would benefit the client more than litigation.
  - Resolved 64% or 10,133 of the new felony cases within 60 days of arraignment.
- Used quality internal training programs to develop expertise and ethics, promoted effective supervision, teamwork, and peer support to insure that all staff members are qualified to represent clients at the level of their assignments.
  - Provided more than 1,400 hours of State Bar approved Minimum Continuing Legal Education (MCLE). Local criminal defense attorneys including Private Conflicts Counsel Program (PCC) attorneys may attend at no cost.
- Assisted clients with expungement programs in order to enable them to gain useful employment, pay all penalties, and be successful on probation.
  - Obtained expungements of criminal records in at least 210 cases resulting in payment of more than \$385,000 for fines, restitution, probation costs, and attorney fees.
- Work with the courts and Health and Human Services Agency (HHSA) to reunify children with their families or transition them to permanent placement to ensure they are provided with the opportunity to grow up in a stable environment.
  - Achieve permanency for 40% or approximately 770 children in Dependency within 12 months of detention hearing by June 2007.
- Work to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help prevent overcrowding in Juvenile Hall.
  - Reduce the number of elapsed days between admission and sentencing in juvenile cases to an average of 30 days by June 2007.

#### Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with our clients, inform them of their rights and ensuing procedures, establish a bond of trust, and gather background information in order to properly assess the treatment of each case.
  - Resolve an average of 75% of misdemeanor and probation revocation cases, or approximately 54,300 cases, at first appearance.
- Conduct timely investigations, comprehensive client interviews and obtain maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.
  - Investigate and resolve 60% of felony cases, or approximately 9,450 cases, within 60 days of arraignment when doing so would benefit the client more than litigation.
- Use quality internal training programs to develop expertise and ethics, promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.

#### 2006-08 Objectives

##### Strategic Initiative – Kids

- Strengthen families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, training programs and/or further education for 95% or 182 of requests by June 30, 2007.



- Achieve 15 hours of continuing legal education for each attorney.
- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and be successful on probation.
  - Prepare the documents and assist approximately 800 (90%) misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees and restitution.
  - File 75% or approximately 260 expungement requests in order to record the dollars restored to the community from the payment of fines, fees, and restitution prior to the granting of the expungement by June 30, 2007.

### Changes from 2005-06 Adopted

#### Staffing

Proposes an increase of 16.00 staff years to enable the department to effectively and efficiently provide indigent defense services.

#### Expenditures

Proposes an increase of \$4.4 million.

- Increase of \$4.1 million in Salaries and Benefits to support the staffing changes described above, the reduction of an additional salary adjustment, and an allowance for negotiated or anticipated cost of living adjustments.
- Increase of \$0.3 million in Services and Supplies will support increases in departmental operating costs.

#### Revenues

Proposes an increase of \$4.4 million.

- Increase of \$0.4 million in Intergovernmental Revenues due to an increase in Reimbursement for Trial Courts offsetting costs of the Juvenile Dependency program (\$0.3 million) and the reclassification of \$0.1 million in Social Services Realignment revenue to Intergovernmental Revenues from Other Financing Sources.
- Decrease of \$0.1 million in Other Financing Sources is due to the reclassification of Social Services Realignment revenue to Intergovernmental Revenues.
- Increase of \$4.0 million in General Revenue Allocation to support the staffing changes and operating cost increases described above.

#### Significant Changes in Fiscal Year 2007-08

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Resolve misdemeanor & probation revocation cases at first appearance	N/A	75%	70% <sup>3</sup>	75%	75%
Reduce the number of elapsed days between admission and sentencing of juvenile cases to an average of 30 days to accelerate rehabilitation and prevent Juvenile Hall overcrowding	N/A	30 days	21 days	30 days	30 days
Investigate and resolve felony cases within 60 days of arraignment when doing so would benefit the client more than litigation	N/A	40%	64%	60%	60%
Achieve permanency for children in Dependency within twelve months of detention hearing <sup>1,2</sup>	N/A	52%	37%	40%	40%

<sup>1</sup> Permanency means that the child has been reunited with his or her family, or the child is placed in a permanent foster care program or has been placed for adoption.

<sup>2</sup> Achieved permanency for 37% or 712 of dependency cases. Fiscal Year 2005-06 was a baseline year for establishing an appropriate goal. The original target of 52% was not realistic because it was based on a State measure which included other objectives.

<sup>3</sup> Probation revocation cases were not included in this total. The department will monitor the performance on resolution of these case types during Fiscal Year 2006-07 and establish a baseline to measure and report performance.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Indigent Defense	312.00	327.00	343.00	4.89	343.00
Total	312.00	327.00	343.00	4.89	343.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Indigent Defense	\$ 44,536,543	\$ 46,432,574	\$ 50,787,795	9.38	\$ 52,675,481
Total	\$ 44,536,543	\$ 46,432,574	\$ 50,787,795	9.38	\$ 52,675,481

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 39,163,560	\$ 40,899,163	\$ 44,950,819	9.91	\$ 46,579,147
Services & Supplies	5,312,983	5,533,411	5,836,976	5.49	6,096,334
Total	\$ 44,536,543	\$ 46,432,574	\$ 50,787,795	9.38	\$ 52,675,481

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 60,000	\$ —	\$ 38,670	—	\$ —
Intergovernmental Revenues	5,490,084	5,177,504	5,533,740	6.88	5,809,276
Charges For Current Services	1,303,213	1,321,726	1,330,726	0.68	1,335,726
Miscellaneous Revenues	309,263	272,568	272,568	0.00	272,568
Other Financing Sources	72,239	72,239	—	(100.00)	—
General Revenue Allocation	37,301,744	39,588,537	43,612,091	10.16	45,257,911
Total	\$ 44,536,543	\$ 46,432,574	\$ 50,787,795	9.38	\$ 52,675,481





# Health and Human Services Agency

## Health and Human Services Agency

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- Public Administrator / Public Guardian**  
.....
- Administrative Support**  
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# Health and Human Services Agency Summary



## Agency Description

The Health and Human Services Agency's (HHSA) goal is to make residents' lives safer, healthier, and self-sufficient. At-risk children and their families, protecting the public's health, and vulnerable adults are priorities.

The Agency provides children and families preventive health care services, links to publicly-funded healthcare coverage and offers a wide array of mental health services and programs to support self-sufficiency. Agency social workers provide protective services to abused and neglected children and vulnerable adults, including older adults, the disabled, and indigent. The Agency is committed to protecting the public health, which reflects the County's commitment to livable communities and wellness for all residents. The Agency works to reduce the burden of chronic diseases and contributing factors such as childhood obesity. A healthy community is better able to fight public health emergencies and natural disasters, and HHSA helps the community prepare to respond to an emergency should it occur.

The Agency has a unique organizational structure. Through six geographic service regions, the Agency administers a broad range of federal- and state-mandated programs. Services are delivered through a public-private partnership of County staff and more than 600 contracts with more than 300 community-based providers. Although the six regions are geographically and socially diverse, continuity is maintained by several administrative support divisions.

Agency Departments include:

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

## Vision Statement

Safe, healthy, and thriving communities.

## 2005-06 Accomplishments

All Agency services contribute to one of three priorities: At-risk children and their families, protecting the public's health, and vulnerable adults.

- During Fiscal Year 2005-06, the Agency assured that kids have access to health care by enrolling 1,000 eligible children in publicly funded healthcare programs.
- Through a number of strategies, the Agency was able to make sure that 2,078 children (80% of the children in foster care for 12 months or less) had fewer than three placements during that period.
- The Agency also provided alcohol and drug treatment with the result that 251 (75%) adolescents successfully discharged from care completed high school or the equivalent or were enrolled in an educational setting.
- To strengthen families, the Agency increased the self-sufficiency of 4,320 parents (90% per month) who got jobs, exited cash assistance, and stayed off for at least six months.
- In support of protecting the public's health, 2,200 (89%) children age 24 months served by County public health centers were fully immunized to prevent the spread of childhood communicable diseases and keep them healthy.
- Also, the Agency enrolled and trained 50 community healthcare providers on the County's new web-based disease reporting system to enhance the County's public health surveillance, investigation, and response capacity.
- Finally, to keep vulnerable adults safe, healthy, and self-sufficient, the Agency provided 12,000 eligible adults timely access to initial mental health outpatient assessment within an average of 8 days.



### 2006-08 Objectives

- To protect the public's health, we will support enhanced pandemic influenza planning efforts, including a public information campaign, training and exercises to prepare for a possible pandemic. Additionally, we will complete construction of the Public Health Lab to facilitate response to bioterrorism and pandemic threats through quicker identification and processing of suspicious diseases.
- To assess the County's capacity to meet the healthcare needs of at-risk children and their families, the Agency will complete a long term, comprehensive analysis of the health care safety net serving San Diego's uninsured and underinsured. The project, which was initiated in Fiscal Year 2005-06, will include an assessment and projection of current and future health care demand and capacity, and recommendations.
- To improve the operational productivity of the County's regional public health nursing services, the Agency will expand its Mobile Remote Workforce project, which calls for re-engineering work processes and incorporating the use of the latest technology. The successful North Region pilot project from Fiscal Year 2005-06 will be duplicated in the remaining regional public health centers during Fiscal Year 2006-07, resulting in a reduction in time spent on administrative tasks and more time available for direct client services.
- To provide accurate and timely service to low-income children and families, we will implement a major new California Work Opportunity and Responsibility to Kids (CalWORKs) Information Network (CalWIN) system for tracking and determining monthly eligibility for welfare services. Scheduled to "go live" in San Diego County in June 2006, this system will impact 2,000 employees and over 100,000 recipients. Key processes and interfaces with community partners will be enhanced during Fiscal Year 2006-07.

- To better integrate mental health and substance abuse treatment services, the Agency will continue its progress implementing a Behavioral Health Services model (Alcohol and Other Drug Services, Children's Mental Health Services, Adult/Older Adult Mental Health Services, and Inpatient Health Services). The model calls for improved access, service coordination, client satisfaction and, most importantly, better treatment outcomes for the many clients who have both mental health and substance abuse problems.

### Changes from 2005-06 Adopted

#### Overview

The Health and Human Services Agency's Proposed Fiscal Year 2006-07 plan includes appropriations of \$1.6 billion, including an increase of approximately \$100.3 million in the General Fund and a decrease of \$305.9 million in the Realignment Special Revenue Funds (due to a technical accounting change).

Adjustments were made to cover entitlement program increases, and for the cost of doing business. Most State Social Service allocations are projected as remaining flat or decreasing.

Staff years are proposed as increasing in the Agency by a net of 3.0. This includes 3.0 added for the California Children Services, 3.0 added for public administrator/public guardian, 3.0 added for CalWIN, offset by a reduction of 6.0 in Administrative Services due to the outsourcing of County print services.

In November 2004, California voters passed Proposition 63, *The Mental Health Services Act*, which charges a 1% tax on taxable personal income over one million dollars to fund expanded mental health services throughout the State. The CAO Proposed Operational Plan includes an increase of \$34.2 million for these services.



Other significant proposed increases include an addition of \$7.1 million to cover the costs for the implementation of CalWIN, the new Social Services case data system; \$6.0 million increase for ongoing indigent County Medical Services (CMS), and another \$6.0 million for potential one-time costs for retro-active payments for indigent CMS.

### **Realignment Funds**

In 1991, the State legislature realigned Health, Mental Health, and Social Services programs, which shifted a larger share of financial responsibility for these programs to counties. To fund these increased costs, counties received dedicated sales tax revenues and motor vehicle license fees, which is known as Realignment funding. Growth in this funding source was intended to be sufficient to fund ongoing costs and caseload growth in these realigned programs.

In Fiscal Year 2005-06, Realignment was maintained in Special Revenue Funds, but due to a technical accounting change, starting in Fiscal Year 2006-07 Realignment is budgeted directly in the General Fund and the Special Revenue Funds are eliminated. This is reflected as a decrease of \$305.9 million in the Special Revenue Funds, however it has no impact to services or program funding levels.

### **Tobacco Settlement Funds**

Tobacco settlement funds were securitized in Fiscal Year 1999-00 to allow a stable funding stream for health and human services programs. The Special Revenue fund reflects \$25.5 million for Fiscal Year 2006-07 for use by programs with a small unallocated reserve. If this reserve is needed, Board approval will be sought.



Staffing by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Operations	2,663.75	2,673.75	2,600.25	(2.75)	2,600.25
Strategic Planning & Operational Support	137.00	135.00	211.50	56.67	211.50
Aging and Independence Services	327.50	318.50	318.50	0.00	318.50
Behavioral Health Services	989.00	863.00	873.00	1.16	873.00
Child Welfare Services	746.00	806.00	814.00	0.99	814.00
Public Health Services	377.87	370.67	363.67	(1.89)	363.67
Public Administrator / Public Guardian	38.00	39.00	36.00	(7.69)	36.00
Administrative Support	341.50	344.00	336.00	(2.33)	336.00
Total	5,620.62	5,549.92	5,552.92	0.05	5,552.92

Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Operations	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124
Strategic Planning & Operational Support	91,080,554	95,868,144	127,867,804	33.38	122,334,945
Aging and Independence Services	214,467,363	240,150,858	255,034,506	6.20	274,035,809
Behavioral Health Services	288,882,916	288,049,078	333,910,301	15.92	315,352,813
Child Welfare Services	230,268,230	236,972,740	254,000,216	7.19	253,999,216
Public Health Services	78,114,410	80,892,214	80,222,515	(0.83)	79,651,226
Public Administrator / Public Guardian	3,151,971	3,684,636	4,215,022	14.39	4,215,022
Administrative Support	64,065,115	75,332,548	82,536,218	9.56	71,385,024
Realignment Revenue Funds	286,479,064	305,880,483	—	(100.00)	—
Tobacco Settlement Funds	27,300,000	27,300,000	25,500,000	(6.59)	25,500,000
Total	\$ 1,751,034,087	\$ 1,821,216,589	\$ 1,613,797,020	(11.39)	\$ 1,596,341,179

# Regional Operations



## Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system reflects a community-based approach using public/private partnerships to meet the needs of families in San Diego County. Public health nurses, mental health workers, social workers, and human services assistants serve clients in an integrated fashion, often alongside other public and private service providers, treating families and individuals in need as customers.

Specific program revenues that are budgeted in all regions include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Services (including Public Health Centers), Community Health Promotion, and Welfare-to-Work/Employment Administration. Some regions also manage programs that are administered beyond regional boundaries, as reflected in the sections below, and in Appendix D: Health and Human Services Agency – Regional Operations on **XX**

## Mission Statement

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

## 2005-06 Accomplishments – All Regions

### Strategic Initiative – Kids

- Ensured that 88% (326) of expectant mothers, who are visited by Public Health Nurses through delivery, completed the recommended number of prenatal care visits from time of first contact, exceeding target of 65%.
- Enrolled 1,000 eligible children in Medi-Cal and Healthy Families programs by June 2006, as part of a long-term goal to provide healthcare coverage to approximately 53,000 uninsured children. This falls below the goal of 4,675 children due to contributing factors such as an increase in client premiums effective July 2005, non-payment of premiums, and failure to provide complete applications for enrollment.
- Only 12.2% (773) of children had a second finding of abuse or neglect within 12 months of the first finding of abuse or neglect, suggesting an effective intervention at the time of the first finding. Goal was no more than 14.6% of children.
- Ensured 80% (2,078) of children in foster care for less than 12 months had fewer than three placements during that period, above target of 76.6%.
- Ensured 79% (488) of families receiving Domestic Violence Services did not have a reoccurrence of domestic violence reported to law enforcement, exceeding target of 70%.
- Increased self-sufficiency in 90% (360) of Welfare-to-Work participants exiting cash assistance each month by securing stable employment, as indicated by their remaining off aid for six months, meeting target of 90%



- Ensured that 99.3% (65,299) payments to cover child care services to California Work Opportunity and Responsibility to Kids (CalWORKs) families and other low-income eligible families were made in a timely fashion (within 10 days), exceeding target of 97%.

**2006-08 Objectives – All Regions**

**Strategic Initiative – Kids**

- Ensure that no less than 89% of 350 expectant mothers, who are visited by Public Health Nurses through delivery, complete the recommended number of prenatal care visits from time of first contact.
- Enroll 4,696 eligible children in Medi-Cal and Healthy Families programs, as part of a long-term goal to provide healthcare coverage to approximately 53,000 uninsured children.
- Ensure that 80% of 2,500 children in foster care for less than 12 months have fewer than three placements during that period.
- Ensure that no more than 9.9% of all children who enter foster care have subsequent entries within 12 months of leaving foster care.
- Secure stable employment for 90% of 400 Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for six months.
- Increase self-sufficiency in low-income families by increasing the number of federal tax returns prepared at tax assistance sites by 10% (from 3,710 to 4,081).
- Ensure that 99% of payments (65,000) to cover child care services to California Work Opportunity and Responsibility to Kids (CalWORKs) families and other low-income eligible families are made in a timely fashion (within 10 days).

**Central Region**

The Central Region is located within the City of San Diego, and comprises 48 neighborhood communities. Home to approximately 487,000 residents, the ethnic/racial makeup of the region is 40.9% Hispanic, 27.3% White, 13.7% African-American, 13.5% Asian, 0.4% Native American and 4.2% Other. The Central Region manages the Community Action Partnership, providing a variety of social services to low-income families and at-risk youth, and is one of two regions in which County staff administers Welfare-to-Work services to families receiving CalWORKs public assistance.

**2005-06 Accomplishments**

**Strategic Initiative – Kids**

- To prevent childhood injuries, distributed over 7,000 car safety seats and provided safety training and equipment to more than 1,000 low-income families.
- Increased children's stability and decreased the likelihood in change of foster care placement by increasing foster children placement into relative care by 6% (320 to 385).
- The Express Lane Eligibility program increased from 12 to 15 sites, increasing the number of Medi-Cal applications processed by 65% (330 to 544), and children enrolled in Medi-Cal by 25% (301 to 375).

**Strategic Initiative – Safe and Livable Communities**

- Successfully reached agreement in 85% (1,338) of cases through dispute mediation and reduced the caseload in the local court system, meeting target of 85%.
- Provided 1,000 homeless families 12,000 shelter nights and case management services through community-based organizations, meeting target of 1,000 families and 12,000 shelter nights.
- Led County's CalWORKs Welfare-to-Work re-engineering efforts by:





- Reducing approximately \$2.0 million annually through realignment of County costs with private sector.
- Implementing strategies to re-engage CalWORKs recipients into the workforce resulting in an increase of client participation rate from 48% (3,223) to 51.25% (3,843) and an increase in the number of participants who seek and secure employer related health insurance from 9.65% (354) to 13.41% (505).

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Ensure 50% of all change of placement requests where a Team Decision Making (TDM) occurs, will result in children being returned home, placed with a relative, or unchanged placement through a TDM process. TDM is a family group conference that allows families and their identified support network to participate in decisions relating to placement changes.
- Increase by 10% (163 to 179) the number of families and individuals who obtain temporary shelter year-round.
- Increase by 50% (from 54 to 81 families) the number of CalWORKs families accessing Earned Income Tax Credit.

#### East Region

The East Region is a mixture of urban and rural communities, including several Native American reservations located in the rural areas. Home to approximately 458,000 people, the ethnic/racial makeup of the region is 65.8% White, 19.9% Hispanic, 5.2% African-American, 3.8% Asian, 0.8% Native American, and 4.5% Other. East Region administers the Nurse Family Partnership a program helping first-time low-income mothers succeed. East Region also administers the childcare subsidy payments to assist low-income families, many in transition from welfare to work.

### 2005-06 Accomplishments

#### Strategic Initiative – Kids

- Improved outcomes through Nurse Family Partnership Program, serving 412 low-income mothers and their children in East, Central and South Regions:
  - Achieved 92% (379) full-term pregnancies; compares to National NFP average of 91%.
  - Improved maternal health behaviors: decreased tobacco, alcohol and other drug use by 30% (119), below target of 42%; compares to National NFP average of 15%. Initial target of 42% included alcohol and other drug usage; the National NFP database now reports comparison to tobacco usage only.
  - Ensured 92.5% (379) delivered a child with normal birth weight, just below target of 95%; compares to National NFP average of 91%.
  - Contributed to fewer subsequent pregnancies: 71% (292) had no subsequent births within two years of the preceding birth; compares to National NFP average of 68%.
- Strived to support East County kids with familiar people and places that encourage them to thrive:
  - Maintained 19 Way Station beds; a system which allows an at-risk child to remain in their school and neighborhood.
  - Increased active foster homes by 10% (from 209 to 222).

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Ensure 93% (383) of mothers followed by Nurse Family Partnership deliver a child with normal birth weight:
  - Ensure 79% (325) initiate and 28% (115) continue breastfeeding at 12 months.
  - Ensure 30% (124) decrease tobacco use.



- Strive to support East County children with familiar people and places that encourage them to thrive:
  - 50% of an estimated 200 school age children coming into protective custody will stay in their same school.
  - 60% of an estimated 751 children coming into protective custody will be placed with a relative or a non-related extended family member.

**North Central Region**

The North Central Region is located within the City of San Diego, and comprises 38 diverse communities. Home to approximately 583,000 residents, the ethnic/racial make up is 64.6% White, 15.1% Asian, 12.3% Hispanic, 3.3% African-American, 0.4% Native American, and 4.3% Other. The Marine Corps Recruit Depot and military housing located within the region. North Central Region manages the California Children Services program, which provides assessments for supplemental health care to seriously ill children.

**2005-06 Accomplishments**

**Strategic Initiative – Kids**

- Led the Countywide Access to Care (ACT) initiative to provide healthcare coverage to approximately 53,000 uninsured children with strategies such as:
  - Revised language in 780 service contracts to require contractors to ask about children's health insurance and provide appropriate referral materials
  - Followed up with over 1,500 families who requested joint Healthy Families/Medi-Cal applications during Child Health and Disability Prevention exams
- Achieved 85% (2,320) conversion of CalWORKs recipients to Medi-Cal coverage, improving access to healthcare for children. This falls below the target of 90% due to client non compliance.

- Ensured 50% (450) of children with cerebral palsy served by the California Children Services program were assessed for severity of impairment, establishing a baseline for measuring the progress of their care.
- Co-hosted the 2006 School Fitness Summit, in collaboration with the Coalition on Children and Weight and the County Board of Supervisors. The Countywide event attracted over 500 school and county leaders interested in developing healthy fitness policies in the school environment.
- Awards
  - Employees received a Community Leadership Award from Bayside Community Center.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Ensure that no more than 3% of 1,800 children receiving occupational or physical therapy through California Children Services are placed on a rotating wait list.

**Required Discipline – Regional Leadership**

- Lead a collaborative effort to establish a Deaf Group Home within San Diego County that will provide placement resources, health and social services, and enrichment activities in a culturally-affirming, home-like environment to deaf foster youth.

**North Coastal Region**

The North Coastal Region consists of six cities and more than a dozen communities. Home to approximately 486,000 people, the ethnic/racial makeup of the region is 60.6% White, 26.9% Hispanic, 4.7% Asian, 3.8% African-American, 0.4% Native American and 3.6% Other. The U.S. Marine Corps' largest installation, Camp Pendleton, is located in the northwest corner of the region. The North Coastal Region is one of two regions that administer Welfare-to-Work and other employment services.



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### 2005-06 Accomplishments

#### Strategic Initiative – Kids

- Established baseline and implemented key strategies towards goal of reducing by 5% child abuse/neglect substantiated referrals in Oceanside neighborhoods where removal rates are highest, through family-focused prevention services.
- Maintained high rate of 90% (335) of CalWORKs participants in North Coastal Region who exited and remained off cash aid for six continuous months, using strategies that address barriers to employment.
- Co-hosted the 4th annual Self-Sufficiency Summit, in collaboration with community partners, providing CalWORKs participants and low-income residents of North County the opportunity to expand skills and obtain resources to overcome barriers to self-sufficiency.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% (9 of 180) in Oceanside neighborhoods where removal rates are highest, through family-focused prevention services by June 2008.

#### Required Discipline – Continuous Improvement

- Ensure 100% of an estimated 600 web-based referrals received by North Coastal Public Health Center meet new referral standards developed as a result of improved business processes.

#### North Inland Region

The North Inland Region includes four cities and dozens of communities encompassing suburban cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. Home to approximately 542,000 residents, the ethnic/racial makeup

of the region is 59.3% white, 26.2% Hispanic, 8.7% Asian, 1.9% African-American, 0.8% Native American and 3.1% Other.

### 2005-06 Accomplishments

#### Strategic Initiative – Kids

- With implementation of the Mobile Remote Workforce project, successfully increased the number of new patients receiving in home services by 25% (336) without increasing Public Health Nursing staff. This was accomplished by implementing process improvements and new technology that reduced the time required for administrative activities.
- Established baseline and implemented key strategies towards goal of reducing by 5% child abuse/neglect substantiated referrals in Escondido neighborhoods where removal rates are highest, through family-focused prevention services.
- Successfully partnered with the North County Dental Task Force to advocate for and secure funding from the County Board of Supervisors to increase dental capacity for low-income children in North County by providing two free dental sealant/varnish clinics held in Escondido and Valley Center.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% (9 of 180) in Escondido neighborhoods where removal rates are highest, through family-focused prevention services by June 2008.
- Increase placement stability by 5% (12) for foster children in North Inland Region through a Team Decision Making process (TDM). TDM is a family group conference that allows families and their identified support network to participate in decisions relating to placement changes.



## South Region

The South Region has four cities and seven communities and borders with the country of Mexico. Home to approximately 458,000 residents, the ethnic/racial makeup of the region is 52.1% Hispanic, 27.1% White, 12.5% Asian, 4.6% African-American, 0.3% Native American and 3.4% Other. The South Region includes: the Countywide Office of Violence Prevention, which manages contracts providing domestic violence services; Critical Hours after-school programs; Juvenile Diversion programs for at-risk youth; and, other prevention services.

### 2005-06 Accomplishments

#### Strategic Initiative – Kids

- Ensured 80% (1,200) of youth receiving juvenile diversion services did not enter or re-enter the juvenile justice system for at least six months after their case closing.
- Prevented contact with the juvenile justice system in 85% (2,040) of youth participating in the Critical Hours after school program, exceeding target of 80%.
- Trained 300 youth in teen dating violence prevention, resulting in 95% (295) of youth demonstrating an increase of healthy behaviors.
- Referred 100% (4,925) callers to the Domestic Violence Hotline to the appropriate services, including shelter and legal assistance, exceeding target of 90%.
- Implemented a two-year work plan for the Healthy Eating Active Communities grant on January 1, 2006, increasing opportunities for children to eat healthier and be more active in schools and communities while reducing the risk factors for childhood obesity.
- Accomplished a 93% (876) Immunization Coverage Rate for children under two years of age.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Ensure 80% of 1,500 youth participating in the Critical Hours after school program do not have contact with the juvenile justice system.
- Ensure 80% of 1,500 youth receiving juvenile diversion services will not enter or re-enter juvenile justice system for at least six months after case closing.
- Ensure that 42% of South Region foster care children are placed with a relative or kin.

#### Strategic Initiative – Safe and Livable Communities

- Train 80% of 100 youth in obesity prevention to improve their nutritional and physical environment in their communities.

### Changes from 2005-06 Adopted – All Regions

#### Staffing

Proposes a net decrease of 73.50 staff years.

- A transfer of 54.50 staff years to Strategic Planning and Operational Support (SPOS) to consolidate administrative functions, support workload associated with the CalWORKs Information Network (CalWIN) operations and County Medical Services for indigents.
- A transfer of 12.00 staff years to Child Welfare Services (CWS) to align staff with service needs in Adoptions.
- A transfer of 8.00 staff years to Behavioral Health associated with the implementation of Proposition 63 *The Mental Health Services Act*.
- A transfer of 2.00 staff years to Administrative Support.
- An increase of 3.00 staff years in California Children Services to address State mandate.

#### Expenditures

Proposes a net decrease of \$16.6 million.



- \$1.6 million decrease in Salaries and Benefits due to the decrease in staff years partially offset by an allowance for anticipated cost of living adjustments.
- \$7.2 million net decrease in Services and Supplies.
  - \$8.9 million decrease due to the transfer of Welfare-to-Work contracts to Strategic Planning and Operational Support, with no impact to services or clients.
  - \$1.3 million increase in information technology costs primarily due to the Child Welfare Services/Case Management System (CWS/CMS) desktop computing.
  - \$0.7 million increase in operational cost including Internal Service Funds.
  - \$0.3 million net decrease in various services and supplies including major maintenance projects.
- \$7.8 million net decrease in Other Charges.
  - \$0.9 million increase in case costs for the California Children Services.
  - \$8.0 million decrease in CalWORKs assistance case costs based on projected case levels, with no impact to services or clients.
  - \$0.7 million decrease in child care case costs based on projected service needs.
- \$1.3 million increase for the California Children Services program.
- \$8.9 million decrease due to the transfer of Welfare to Work contracts to Strategic Planning and Operational Support, with no impact to services or clients.
- \$7.8 million decrease in CalWORKs assistance revenue associated with the decrease in aid payments and projected service levels.
- \$5.0 million decrease in Social Service administrative revenues based on projected State allocation levels.
- \$0.9 million decrease due to the transfer of staff and related services and supplies to Strategic Planning and Operational Support, with no impact to services or clients.
- \$0.8 million decrease in Public Health Clinic revenues based on historical trends.
- \$0.7 million net decrease in CWS revenues due primarily to transfer of staff years to other programs within the HHSA.
- \$0.3 million net decrease in child care revenues primarily due to reduced projected child care case costs.

**Revenues**

Proposes a net decrease of \$16.6 million.

- \$0.2 million increase in Licenses, Permits and Franchises associated with marriage license fees for domestic violence services.
- \$4.0 million net decrease in Intergovernmental Revenues.
  - \$15.5 million increase of Realignment revenues reclassified from Other Financing Sources.
  - \$3.5 million increase in Realignment revenues for health and social service programs based on cost of doing business increases and adjustments to State and federal allocations.

- \$0.1 million decrease in Charges for Current Services based on fee projections for various programs, primarily health related.
- \$15.5 million decrease in Other Financing Sources due to reclassification of Realignment to Intergovernmental Revenues.
- \$2.8 million increase in General Revenue Allocation due to a redistribution of funds within HHSA, with no impact in service delivery.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	N/A	65%	88%	89%	89%
Children enrolled in Medi-Cal and Healthy Families health care coverage	233,795	238,470	234,795 <sup>1</sup>	239,491	244,281
Children in foster care for less than 12 months have fewer than 3 placements during that period	N/A	76.6%	80%	80%	80%
Foster children who re-enter foster care within 12 months of leaving foster care (not to exceed target) <sup>2</sup>	N/A	N/A	N/A	9.9%	9.9%
Welfare to Work participants who secure stable employment, remaining off aid for six months	88%	90%	90%	90%	90%
Federal tax returns prepared at tax assistance sites <sup>2</sup>	N/A	N/A	N/A	10%	10%
Childcare payments to CalWORKs and other low-income families made within 10 days <sup>3</sup>	N/A	N/A	N/A	99%	99%
Second finding of child abuse or neglect within 12 months of first finding (not to exceed target) <sup>4</sup>	N/A	14.6%	12.2%	N/A	N/A
Families receiving domestic violence services will not have a reoccurrence of domestic violence <sup>4</sup>	N/A	70%	79%	N/A	N/A



<sup>1</sup> At the end of Fiscal Year 2005-06, the number of children enrolled is 234,795, an increase of 1,000 children enrolled from a baseline of 233,795. This is lower than the target of 238,470. Enrollment for both programs has increased with over 60,000 new enrollments this fiscal year however the net gain is small due to lack of client retention. While the Medi-Cal program has shown a net gain, the Healthy Families program has shown a net loss this fiscal year. An increase in client premiums effective July 1, 2005 may be a contributing factor to the decrease in Healthy Families Program client enrollment and retention. Since the program's inception, non-payment of Healthy Families premiums has been a problem throughout the State. Other statewide issues that may be affecting Healthy Families enrollment numbers include disenrollment at annual eligibility review due to the families' failure to submit the re-enrollment application, submitting an incomplete re-enrollment packet or change of address resulting in not receiving the re-enrollment packet. Additional strategies implemented to improve enrollment and retention include: Conducted a children's health coverage gap analysis by zip code to identify potentially eligible yet underserved populations; implemented automatic computer referral process from Family Resource Centers to San Diego Kids Health Assurance Network (SD-KHAN) to assist families with additional health coverage options; developed and implemented the "renew by" sticker for individual Benefit Identification Cards to remind Medi-Cal beneficiaries of benefit expiration dates; piloted the Family Resource Center HELP TEAM and retained 11,500 Medi-Cal customers during the annual redetermination process; liaised with 29 school districts and assisted over 900 families with application assistance.

<sup>2</sup> New measures effective Fiscal Year 2006-07 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010" developed with input from community advisory committees and staff.

<sup>3</sup> This measure is a combination of two child care payment measures: 1) Payments provided to CalWORKs recipients only and 2) Payments made to current and former CalWORKs recipients who are income eligible for up to 24 months after exiting cash assistance.

<sup>4</sup> These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011" developed with input from community advisory committees and staff.



## Regional Operations

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Self Suffic Elig	1,050.00	1,057.00	1,055.00	(0.19)	1,055.00
Regional Child Welfare Svcs	609.00	610.00	598.50	(1.89)	598.50
Central Region	252.00	244.00	231.00	(5.33)	231.00
East Region	199.50	202.50	202.50	0.00	202.50
North Central Region	315.75	319.75	273.75	(14.39)	273.75
North Coastal Region	92.00	90.00	90.00	0.00	90.00
North Inland Region	68.00	71.00	70.00	(1.41)	70.00
South Region	77.50	79.50	79.50	0.00	79.50
Total	2,663.75	2,673.75	2,600.25	(2.75)	2,600.25

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Self Suffic Elig	\$ 64,740,763	\$ 72,602,844	\$ 71,951,452	(0.90)	\$ 70,750,006
Regional Child Welfare Svcs	46,138,579	48,368,020	49,193,119	1.71	49,193,119
Central Region	86,921,793	92,915,485	90,020,835	(3.12)	89,867,841
East Region	106,948,632	94,311,924	90,053,050	(4.52)	90,053,050
North Central Region	62,942,222	55,873,726	52,113,896	(6.73)	52,613,020
North Coastal Region	19,923,708	24,174,733	24,173,951	(0.00)	24,296,797
North Inland Region	26,282,249	25,622,571	23,858,700	(6.88)	23,924,104
South Region	53,326,518	53,216,585	49,145,435	(7.65)	49,169,187
Total	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 177,477,164	\$ 189,260,001	\$ 187,653,838	(0.85)	\$ 187,342,953
Services & Supplies	44,858,138	43,327,041	36,115,466	(16.64)	35,783,037
Other Charges	244,889,162	234,498,846	226,741,134	(3.31)	226,741,134
Total	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124





Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Licenses Permits & Franchises	\$ 879,120	\$ 670,120	\$ 825,632	23.21	\$ 915,766
Fines, Forfeitures & Penalties	—	60,000	42,720	(28.80)	42,720
Intergovernmental Revenues	426,055,499	423,429,256	419,473,512	(0.93)	414,276,314
Charges For Current Services	1,611,080	1,665,096	1,599,258	(3.95)	1,600,258
Miscellaneous Revenues	2,749,125	1,348,247	1,343,328	(0.36)	1,366,078
Other Financing Sources	15,036,365	15,530,510	—	(100.00)	—
General Revenue Allocation	20,893,275	24,382,659	27,225,988	11.66	31,665,988
Total	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124



# Strategic Planning & Operational Support



## Department Description

Strategic Planning and Operational Support provides planning and policy support for the entire Agency, as well as technical, regulatory, and quality assurance services for the administration of programs largely operated by the six Agency regions. These information and support services help to improve performance and advance outcomes. This division is integral to the effective administration of self-sufficiency programs such as California Work Opportunity and Responsibility to Kids (CalWORKs), Food Stamps, and external contracts with CalWORKs employment case management providers. This division is also responsible for the effective administration of health care access programs such as Medi-Cal, and external contracts with hospitals, community clinics and other providers for the County Medical Services (CMS) program. This new division combines the former Regional Program Support and Strategy and Planning Divisions and includes some additional staff from Regional Operations.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Distributed 100% of Healthy Families and Medi-Cal mail-in applications, a monthly average of 1,600, to the correct regional office within 15 days of receipt to ensure timely access to healthcare for eligible children, exceeding the target of 98%.
- Implemented Welfare to Work pay for performance contracts in North Inland, North Central, East, and South Regions, delivering support to CalWORKs and Refugee Employment program participants as they work toward self-sufficiency.
- Established baseline for monitoring CalWORKs children school attendance rates twice a year. Strategies to encourage school attendance include quarterly

distribution of parental reminders to validate their child's attendance and information on how to remove financial penalties for their child's non-attendance.

### Strategic Initiative – Safe and Livable Communities

- Ensured and met target of 90% (450) of General Relief and Cash Assistance Program for Immigrants (CAPI) clients, who completed the Supplemental Security Income (SSI) application process through the Advocacy Program, obtained SSI in order to promote self-sufficiency.
- Ensured and met target of 80% (47,624) of Medi-Cal Managed Care clients chose a health plan at the time of enrollment and offered education and resources so clients could make the best use of health services.

### Required Discipline – Accountability/Transparency

- Consolidated all Quality Assurance data for public assistance programs to strengthen the accuracy of information, helping each region to maintain and exceed program accuracy targets.



- Completed and met target of 95% (19) of internal investigations of civil rights complaints in public assistance programs within the State-mandated 80-day requirement to ensure program integrity and equitable treatment of customers.

**Required Discipline – Information Technology**

- Completed all Fiscal Year 2005-06 major milestones (including worker training and data conversion) to ensure services will transition successfully with the implementation of the CalWORKS Information Network (CalWIN), a system used by 2,000 employees to determine monthly eligibility for over 100,000 recipients.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Distribute 98% of over 1,600 Healthy Families and Medi-Cal applications to appropriate regions within 10 days to facilitate access to medical and dental services.

**Strategic Initiative – Safe and Livable Communities**

- Ensure 90% of 12,000 Medi-Cal Managed Care clients who attend an enrollment presentation choose a health plan to promote health care access.
- Ensure 91% of 500 General Relief and Cash Assistance Program for Immigrants clients, who completed the Supplemental Security Income (SSI) application process through the Advocacy Program, obtain SSI in order to promote self-sufficiency.
- Establish baseline to measure wait times for scheduling County Medical Services (CMS) eligibility determination appointments to assure access to health care.
- Ensure 80% of CMS patients with diabetes enrolled in Project Dulce for a minimum of 12 months receive annual eye exams, foot exams and kidney function assessments.

**Required Discipline – Accountability/Transparency**

- Complete 96% of all internal investigations of civil rights complaints in public assistance programs within the State-mandated 80-day requirement to ensure program integrity and equitable treatment of customers.

**Required Discipline – Continuous Improvement**

- Conduct six in-depth program and operational reviews to address operational risks, improve performance and strengthen coordination across regions and divisions to advance strategic priorities.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 76.50 staff years.

- A transfer of 54.50 staff years from Regional Operations to consolidate administrative functions.
- A transfer of 19.00 staff years from Administrative Support to consolidate administrative functions.
- A transfer of 3.00 staff years from Child Welfare Services.
- An increase of 1.00 staff year to support CalWIN functions.
- A transfer of 1.00 staff year to the Public Administrator/Public Guardian.

**Expenditures**

Proposes an increase of \$32.0 million.

- \$6.6 million increase in Salaries and Benefits due to the increase of 76.50 staff years and an allowance for anticipated cost of living adjustments.
- \$25.4 million increase in Services and Supplies.
  - \$8.9 million increase due to a transfer of Welfare to Work contracts from Regional Operations, with no impact to clients or service delivery.
  - \$6.0 million increase for ongoing costs for indigent CMS.



- \$6.0 million increase for one-time retroactive payments for CMS.
- \$3.5 million increase due to the transfer of administrative functions from Administrative Support and Regional Operations.
- \$1.2 million increase for the California Healthcare for Indigents Program (CHIP).
- \$0.2 million decrease in costs for the Public Assistance Fraud Division.

**Revenues**

Proposes an increase of \$32.0 million.

- \$62.4 million increase in Intergovernmental Revenues.
  - \$44.2 million increase of Realignment revenues due to the reclassification from Other Financing Sources.
  - \$8.9 million increase for the transfer of Welfare to Work contracts from Regional Operations.
  - \$6.6 million increase associated with the transfer in of the Strategy and Planning Division from Administrative Support and Regional Operations administrative functions including salary and benefits and services and supplies.

- \$1.5 million increase of Realignment revenues to cover the increased cost of doing business.
- \$1.2 million increase for the California Healthcare for Indigents Program.
- \$1.7 million increase in Charges for Current Services associated with the transfer of the Strategy and Planning Division.
- \$44.2 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.
- \$0.1 million increase in Miscellaneous revenues associated with the transfer of the Strategy and Planning Division from Administrative Support.
- \$6.0 million increase in General Revenue Allocation to fund ongoing costs associated with CMS.
- \$6.0 million increase of one-time use of Fund Balance associated with one-time retroactive payments for CMS.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 10 days <sup>1</sup>	N/A	N/A	N/A	98%	98%
Medi-Cal Managed Care enrollees who attend an enrollment presentation and choose a health plan <sup>2</sup>	N/A	N/A	N/A	90%	90%
SSI applicants, who completed the application process through the SSI Advocacy program and obtain SSI	N/A	90%	90%	91%	91%
CMS diabetics enrolled in Project Dulce who will receive annual exams <sup>3</sup>	N/A	N/A	N/A	80%	80%
Internal investigations of civil rights complaints within mandated time	N/A	95%	95%	96%	98%
In depth program and operational reviews to advance Agency strategic priorities <sup>3</sup>	N/A	N/A	N/A	6	6
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 15 days <sup>4</sup>	N/A	98%	100%	N/A	N/A
Medi-Cal Managed Care enrollees who choose a health plan <sup>4</sup>	79%	80%	80%	N/A	N/A

<sup>1</sup> Modified measure effective Fiscal Year 2006-07. This measure was originally written with a longer time frame of 15 days, "Healthy Families and Medi-Cal mail-in applications distributed to regions within 15 days."

<sup>2</sup> Modified measure effective Fiscal Year 2006-07. This measure has been rewritten to clarify the target population.

<sup>3</sup> New measures effective Fiscal Year 2006-07 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011," which was refreshed with input from community advisory committees and staff.

<sup>4</sup> These measures will not be reported beginning Fiscal Year 2006-07 as they have been replaced with modified versions.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration	52.00	52.00	78.00	50.00	78.00
County Medical Services	25.00	25.00	25.00	0.00	25.00
Self Sufficiency Services and Support	60.00	58.00	108.50	87.07	108.50
Total	137.00	135.00	211.50	56.67	211.50

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration	\$ 15,404,410	\$ 17,428,568	\$ 20,202,001	15.91	\$ 20,616,228
County Medical Services	66,483,159	69,509,760	82,827,014	19.16	76,761,615
Child Care Planning Council	1,009,545	1,119,460	1,119,460	0.00	1,119,460
Self Sufficiency Services and Support	8,183,440	7,810,356	23,719,329	203.69	23,837,642
Total	\$ 91,080,554	\$ 95,868,144	\$ 127,867,804	33.38	\$ 122,334,945

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 10,212,096	\$ 10,379,558	\$ 16,937,082	63.18	\$ 17,100,878
Services & Supplies	80,355,100	85,488,586	110,930,722	29.76	105,234,067
Total	\$ 91,080,554	\$ 95,868,144	\$ 127,867,804	33.38	\$ 122,334,945

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ —	\$ —	\$ 6,000,000	—	\$ —
Fines, Forfeitures & Penalties	2,500,000	2,600,000	2,600,000	0.00	2,600,000
Intergovernmental Revenues	29,649,017	25,880,291	88,307,287	241.21	88,838,863
Charges For Current Services	3,781,598	4,583,993	6,301,499	37.47	6,237,064
Miscellaneous Revenues	1,224,819	999,819	1,059,018	5.92	1,059,018
Other Financing Sources	58,032,639	61,804,041	17,600,000	(71.52)	17,600,000
General Revenue Allocation	(4,107,519)	—	6,000,000	—	6,000,000
Total	\$ 91,080,554	\$ 95,868,144	\$ 127,867,804	33.38	\$ 122,334,945





# Aging & Independence Services



## Department Description

Aging & Independence Services (AIS) is committed to improving the lives of seniors and individuals with special needs in San Diego County by offering access to information, case management, health services, advocacy, and community services in a caring and supportive manner. This division serves seniors, disabled adults, abused, elderly and dependent adults, and others requiring home-based care to prevent institutionalization. Beginning with this Operational Plan, Edgemoor will be reported in Inpatient Health Services in the Behavioral Health Services Section.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Ensured that 82% (450) of sampled In-Home Support Services (IHSS) cases reviewed were in compliance with the new State mandated IHSS quality assurance program, below target of 85%.
- Conducted 95% (7,220) of face-to-face investigations within 10 days of abuse reports to ensure the safety of vulnerable and abused adults referred to Adult Protective Services (APS), above target of 94%.
- Attained 85% (1,275) approval for claims submitted by Veterans Services for federal benefits, generating income and ensuring services for disabled veterans, their children, and their survivors.

### Required Discipline – Continuous Improvement

- Converted 25 nutritional contracts from cost reimbursement to performance-based, maximizing delivery of congregate and home delivered meals for seniors.

- Developed tracking mechanism for APS clients that are referred to other services within the County, generating better outcome data regarding County efforts to protect our most vulnerable adults.

### Required Discipline – Regional Leadership

- Coordinated the 5<sup>th</sup> biennial Aging Summit, which brought together professionals in the aging community, seniors and students to hear presentations and participate in workshops on three topics: Older Adult Mental Health, Senior Workforce and Older Adult Obesity. The event featured presenters with an expertise in these areas and included approximately 100 community partners and over 600 participants.

## 2006-08 Objectives

### Strategic Initiative – Safe and Livable Communities

- Conduct 95%, of an estimated 7,600, face-to-face investigations within 10 days of abuse reports to ensure the safety of vulnerable and abused adults referred to APS.
- Achieve 86% approval of an estimated 1,500 claims submitted by Veterans Services for federal benefits to promote self-sufficiency.



- Ensure 89% of an estimated 7,600 Adult Protective Services cases are not re-referred within six months of case closing, indicating that the needs of these clients are being met through other services provided in the County.
- Ensure allocation of congregate and home delivered meal funding is efficiently distributed, based upon identified service delivery needs as required by new performance-based contracts for senior nutritional services.

**Required Discipline – Continuous Improvement**

- Ensure 85% of an estimated 450 sampled IHSS cases reviewed are in compliance with the State mandated IHSS quality assurance program.
- Establish database of unmet needs of AIS Information & Assistance callers in order to identify options in the community to improve service delivery.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no staffing changes.

**Expenditure**

Proposes an increase of \$14.9 million.

- \$1.4 million increase in Salaries and Benefits reflects an allowance for anticipated cost of living adjustments.
- \$13.3 million increase in Services and Supplies.

- \$12.6 million increase in IHSS for Individual Provider payments.
- \$0.7 million increase in Internal Service Fund charges.
- \$0.2 million increase in Capital Assets due to IHSS automation enhancements.

**Revenue**

Proposes an increase of \$14.9 million.

- \$48.2 million increase in Intergovernmental Revenues.
  - \$33.2 million increase of Realignment revenues due to the reclassification from Other Financing Sources.
  - \$14.8 million increase in IHSS revenues for administration and Individual Provider costs.
  - \$0.2 million increase to align revenue with grant allocation.
- \$0.1 million increase in Miscellaneous Revenues due to increase in Intergenerational grant revenue.
- \$33.2 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.
- \$0.2 million decrease in General Revenue Allocation due to increase in other revenue sources.

**Significant Changes in Fiscal Year 2007-08**

Expenditures and revenues are anticipated to increase by \$19.0 million due primarily to projected IHSS Individual Provider costs.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Face-to-face Adult Protective Services investigations within 10 days	94%	94%	95%	95%	95%
Veterans Services claims approved <sup>1</sup>	N/A	N/A	N/A	86%	86%
APS cases not re-referred within 6 months of closing <sup>1</sup>	N/A	N/A	N/A	89%	89%
Cases in compliance with IHSS quality assurance program	N/A	85%	82%	85%	85%

<sup>1</sup> New measures effective Fiscal Year 2006-07 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011" which was developed with input from the community advisory committees and staff.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
InHomeSupportiveServices	148.00	152.00	152.00	0.00	152.00
Veterans Services	8.00	8.00	8.00	0.00	8.00
Senior Health and Social Services	50.00	49.00	49.00	0.00	49.00
Protective Services	94.50	87.50	86.50	(1.14)	86.50
Administrative and Other Services	27.00	22.00	23.00	4.55	23.00
Total	327.50	318.50	318.50	0.00	318.50

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
InHomeSupportiveServices	\$ 187,839,619	\$ 211,645,321	\$ 225,678,267	6.63	\$ 244,679,570
Veterans Services	695,128	717,044	743,316	3.66	743,316
Senior Health and Social Services	12,719,412	14,228,392	14,350,290	0.86	14,350,290
Protective Services	8,744,633	9,167,946	9,605,743	4.78	9,605,743
Administrative and Other Services	4,468,571	4,392,155	4,656,890	6.03	4,656,890
Total	\$ 214,467,363	\$ 240,150,858	\$ 255,034,506	6.20	\$ 274,035,809

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 23,689,806	\$ 24,443,555	\$ 25,805,276	5.57	\$ 25,805,276
Services & Supplies	180,768,176	201,895,656	215,243,293	6.61	234,244,596
Other Charges	5,000	5,000	5,000	0.00	5,000
Capital Assets Equipment	21,757	21,757	181,757	735.40	181,757
Operating Transfers Out	9,982,624	13,784,890	13,799,180	0.10	13,799,180
Total	\$ 214,467,363	\$ 240,150,858	\$ 255,034,506	6.20	\$ 274,035,809



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fines, Forfeitures & Penalties	\$ 175,200	\$ 175,200	\$ 185,660	5.97	\$ 185,660
Intergovernmental Revenues	167,459,468	198,181,786	246,375,782	24.32	265,377,085
Miscellaneous Revenues	202,518	87,067	148,316	70.35	148,316
Other Financing Sources	38,295,452	33,327,913	100,000	(99.70)	100,000
General Revenue Allocation	8,334,725	8,378,892	8,224,748	(1.84)	8,224,748
Total	\$ 214,467,363	\$ 240,150,858	\$ 255,034,506	6.20	\$ 274,035,809



# Behavioral Health Services



## Department Description

Behavioral Health Services (BHS) is a continuum of mental health, alcohol and other drug services for children, youth, families, adults, and older adults. Mental health clinicians, alcohol and drug counselors, and peers provide these services in a professional and respectful manner. Behavioral Health Services promotes recovery and well-being through prevention, treatment and interventions, as well as integrated services for clients experiencing co-occurring mental illness and alcohol and drug issues. For clients and patients that require a hospital setting, inpatient health services are offered at the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a distinct part of SDCPH. Edgemoor was formerly reported in Aging and Independence Services.

## Mission Statement

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

## Alcohol and Drug Services

Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination and resource management for a comprehensive system of alcohol, drug and problem gambling prevention, treatment, and recovery services. Culturally competent prevention, treatment and recovery services are provided throughout San Diego County via contracts with community-based organizations.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Ensured 75% (251) of adolescents successfully discharged from alcohol and drug treatment completed high school or the equivalent, or enrolled in an educational setting, increasing their self-sufficiency, meeting the target of 75%.

### Strategic Initiative – Safe and Livable Communities

- Ensured that 74% (2,448) of participants in an alcohol or drug treatment program for more than 30 days made progress in treatment or successfully completed treatment, exceeding the target of 55%.

### Required Discipline – Customer Satisfaction

- Executed Year 1 of the Behavioral Health Services (BHS) Three Year Strategic Plan for 2005-2008 to improve integration of alcohol, drug, and mental health services.

## 2006-08 Objectives

### Strategic Initiative – Kids

- Increase self-sufficiency for 76% of an estimated 318 adolescents successfully discharged from alcohol and drug treatment by ensuring they completed high school or the equivalent or are enrolled in an educational setting.

### Strategic Initiative – Safe and Livable Communities

- Increase health and well-being for 55% of 3,294 participants in an alcohol or drug treatment program for more than 30 days by ensuring successful completion of treatment.



**Required Discipline – Customer Satisfaction**

- Implement Year 2 of the BHS Three Year Strategic Plan to improve alcohol, drug, and mental health services.

**Adult/Older Adult Mental Health Services**

Adult and Older Adult Mental Health Services provides an array of mental health services that integrate rehabilitation and recovery principles and practices in the delivery of care. Rehabilitation strategies are both recovery based and culturally appropriate. The population served includes Medi-Cal eligible, uninsured and indigent transition age youth, adults and older adults.

**2005-06 Accomplishments**

**Strategic Initiative – Safe and Livable Communities**

- Provided 12,000 eligible adults timely access to initial mental health outpatient assessment within an average of eight days, exceeding the target of 10 days.
- Ensured that there were no more than 1,225 readmissions within 30 days of previous admission, a reduction of 2% (25 readmissions) from the previous fiscal year.

**Required Discipline – Regional Leadership**

- Completed a comprehensive community-based planning process and began implementation of expanded mental health services for adults and older adults, through Proposition 63 *The Mental Health Services Act*.

**2006-08 Objectives**

**Strategic Initiative – Safe and Livable Communities**

- Increase the number of older adults (an underserved population) accessing and receiving mental health services by 5% (140) over Fiscal Year 2005-06.
- Ensure an estimated 13,000 eligible adults will be provided an outpatient mental health assessment within a system-wide average wait time of eight days.

**Required Discipline – Regional Leadership**

- Ensure a system-wide screening for co-occurring disorders (mental health/substance abuse), is completed as part of all mental health assessments for 90% of an estimated 13,000 new clients in outpatient programs.

**Children’s Mental Health Services**

Children’s Mental Health Services (CMHS) provides aid to children and adolescents who are emotionally disturbed and to their families. CMHS offers a wide variety of mental health services that are comprehensive and community-based, ranging from early intervention to residential treatment services. CMHS works in partnership with families and youth, public agencies, providers and the community to achieve effective outcomes.

**2005-06 Accomplishments**

**Strategic Initiative – Kids**

- Provided 5,000 eligible children and youth timely access to mental health outpatient assessment within an average of four days, exceeding the target of seven days. A total of 11,000 children and youth received outpatient services.
- Prevented the need for out-of-home placement for 99% (181) of seriously emotionally disturbed children and youth served by the CMHS Initiative, in which an array of services are provided to improve their well-being and ability to function, exceeding the goal of 95%.
- Provided school-based mental health services to 300 schools, an increase of 28, from 272 schools last year. Mental health staff provides assessments, treatment, medication and case management.

**Required Discipline – Regional Leadership**

- Completed a comprehensive community-based planning process and began implementation of expanded mental health services for children and youth, through Proposition 63 *The Mental Health Services Act*.





### 2006-08 Objectives

#### Strategic Initiative – Kids

- Ensure that an estimated 6,000 eligible children and youth will be provided an outpatient mental health assessment within a system-wide average wait time of five days.
- Increase the percentage of Hispanic children and youth (an underserved population) receiving mental health services by 2% (estimated 350) over Fiscal Year 2005-06.

#### Required Discipline – Regional Leadership

- Ensure a system-wide screening for co-occurring disorders (mental health/substance abuse), completed as part of all mental health assessments, for 90% of an estimated 6,000 new clients in outpatient programs.

#### Inpatient Health Services

Inpatient Health Services provides services to clients that require a hospital setting such as the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a distinct part of SDCPH. The Psychiatric Hospital provides services for mental health emergencies and treatment requiring intensive supervision. Edgemoor provides long-term, 24-hour skilled nursing care for patients unable to be cared for by the private sector.

### 2005-06 Accomplishments

#### Strategic Initiative – Safe and Livable Communities

- Successfully maintained rating of substantial compliance for Edgemoor for the health, safety, and quality of life needs of the residents.

### 2006-08 Objectives

#### Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with Joint Commission on Accreditation of Hospital Organizations (JCAHO) Standards Compliance for the San Diego County

Psychiatric Hospital to ensure continuous performance improvement, commitment to patient care, and accountability.

- Maintain a rating of substantial compliance for Edgemoor as issued by State licensing from the annual survey and site review in order to meet the health, safety, and quality of life needs of the residents.

### Changes from 2005-06 Adopted

#### Staffing

Proposes an increase of 10.00 staff years.

- No changes in staff years for Alcohol and Other Drug Services.
- An increase of 3.00 staff years primarily from Regional Operations to Adult/Older Adult Mental Health Services primarily associated with Proposition 63 *The Mental Health Services Act*.
- An increase of 9.00 staff years from Regional Operations and Administrative Support for Children's Mental Health Service primarily associated with Proposition 63.
- A transfer of 2.00 staff years from Inpatient Health Services to other programs within HHSA.

#### Expenditures

Proposes a net increase of \$45.9 million.

- Alcohol and Other Drug Services decrease of \$2.2 million.
  - \$0.2 million increase in Salaries and Benefits due an allowance for anticipated cost of living adjustments.
  - \$1.8 million decrease in contracted services
    - ♦ \$1.4 million decrease as these costs are reflected in the Probation Department for Proposition 36 *The Substance Abuse and Crime Prevention Act of 2000* – with no impact to services and clients.
    - ♦ \$0.4 million decrease related to anticipated allocation reductions.
  - \$0.4 million decrease in one-time automation costs.



- \$0.2 million decrease in miscellaneous services and supplies.
- Adult/Older Adult Mental Health Services increase of \$35.9 million.
  - \$0.4 million increase in Salaries and Benefits due to addition of staff years and an allowance for anticipated the cost of living adjustments.
  - \$1.0 million increase in utilization and cost of doing business of fee-for-service hospitals
  - \$28.5 million increase in contracted services, which includes \$17.9 million for ongoing costs and \$8.5 million for one-time start up costs related to Proposition 63 *The Mental Health Services Act*.
  - \$5.1 million increase related to the new Management Information System (an information management system for client and service tracking, billing, managed care an electronic health record).
  - \$0.5 million increase in costs requested from the Probation Department.
  - \$0.4 million increase in Internal Service Fund charges.
- Children's Mental Health Services increase of \$10.6 million.
  - \$1.3 million increase in Salaries and Benefits due to addition of staff years and an allowance for anticipated the cost of living adjustments.
  - \$8.6 million increase in contracted services, which include \$7.4 million for ongoing costs and \$1.0 million for one-time start up costs related to Proposition 63 *The Mental Health Services Act*.
  - \$0.3 million increase in utilization and cost of doing business of fee-for-service hospitals.
  - \$0.4 million increase in miscellaneous services and supplies.
- Inpatient Health Services increase of \$1.6 million.
  - \$1.4 million net increase in Salaries and Benefits due to an allowance for anticipated the cost of living adjustments offset by a reduction of staff years.

- \$0.5 million increase in miscellaneous services and supplies.
- \$0.3 million decrease in Capital Assets Equipment due to anticipated decrease in revenue.

**Revenues**

Proposes a net increase of \$45.9 million.

- Alcohol and Other Drug Services net decrease of \$2.2 million.
  - \$2.7 million decrease in Intergovernmental Revenues.
    - ♦ \$1.4 million decrease in Proposition 36 as these services and associated revenue are reflected in the Probation Department.
    - ♦ \$0.9 million decrease due to reclassification of trust fund revenues to Charges For Current Services.
    - ♦ \$0.4 million decrease related to anticipated allocation reductions.
  - \$0.9 million increase in Charges For Current Services due to a reclassification of trust fund revenue.
  - \$0.4 million decrease in General Revenue Allocation due to expenditure reduction related to one-time automation costs.
- Adult/Older Adult Mental Health Services net increase of \$19.5 million.
  - \$86.9 million increase in Intergovernmental Revenues.
    - ♦ \$67.3 million increase in Realignment revenues due to the reclassification from Other Financing Sources.
    - ♦ \$12.4 million decrease in Mental Health Revenues due to a technical adjustment to reflect where the revenue is booked (Inpatient Health Services).
    - ♦ \$5.7 million increase in Managed Care revenue.
    - ♦ \$24.9 million increase in Proposition 63 revenue.



- ♦ \$1.4 million increase in other Intergovernmental Revenues.
- \$67.3 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.
- \$0.3 million decrease in Charges for Current Services revenue.
- \$0.2 million increase in Tobacco revenue due to a transfer from Children Mental Health Services.
- Children Mental Health Services net increase of \$10.6 million.
  - \$28.4 million increase in Intergovernmental Revenues.
    - ♦ \$17.8 million increase in Realignment revenues due to the reclassification from Other Financing Sources.
    - ♦ \$3.0 million increase in Managed Care revenue.
    - ♦ \$9.3 million increase in Proposition 63 revenue.
    - ♦ \$1.7 million decrease in various other revenues.
  - \$0.2 million decrease in various other revenues.
  - \$17.6 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues and a transfer of Tobacco revenue to Adult/Older Adult Mental Health Services.
- Inpatient Health Services net increase of \$18.0 million.
  - \$22.3 million increase in Intergovernmental Revenues.
    - ♦ \$12.4 million increase in Mental Health Revenues due to a technical adjustment to reflect where the revenue is booked (Adult/Older Adult Mental Health Services).
    - ♦ \$5.3 million increase due to the reclassification of Realignment revenues from Other Financing Sources.
    - ♦ \$4.6 million increase in various other Intergovernmental Revenues.
  - \$1.0 million increase in Institutional Care Hospital revenue to reflect an increase in reimbursement rates.
  - \$5.3 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.

**Significant Changes in Fiscal Year 2007-08**

Expenditures and Revenues will decrease by \$18.6 million. Approximately \$9.5 million is comprised of Proposition 63 *The Mental Health Services Act* one-time-only funds budgeted for Fiscal Year 2006-07. In addition, approximately \$9.1 million is for one-time costs associated with the new Management Information System and other one-time projects.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	79%	75%	75%	76%	76%
Participants in alcohol and drug treatment more than 30 days who successfully complete treatment <sup>1</sup>	N/A	N/A	N/A	55%	55%
Wait time for adult mental health outpatient treatment	8 days	10 days	8 days	8 days	8 days
Increase the number of older adults receiving mental health services <sup>1</sup>	N/A	N/A	N/A	5%	5%
Wait time for children's mental health outpatient treatment	5 days	7 days	4 days	5 days	5 days
Increase the percentage of Hispanic children/youth being served <sup>1</sup>	N/A	N/A	N/A	2%	2%
Edgemoor Skilled Nursing Facility compliance rating	N/A	D <sup>2</sup>	D	D	D
Participants in alcohol and drug treatment more than 30 days who show progress or successfully complete treatment	54%	55%	74% <sup>3</sup>	N/A	N/A
Residential placement avoided for children and youth served in the CMHS Initiative	99%	95%	99%	N/A <sup>4</sup>	N/A
Reduction in percentage of psychiatric hospital readmissions within 30 days of previous admission	N/A	2%	2%	N/A <sup>4</sup>	N/A

<sup>1</sup> New measures effective Fiscal Year 2006-07 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011" which was developed with input from the community advisory committees and staff, and the Mental Health Services Act expansion in which the community provided considerable input during the planning phase.

<sup>2</sup> The rating of "D" indicates substantial compliance as defined by the California Department of Health Services Licensing and Certification Program.

<sup>3</sup> The result of 74% is for all clients combined; the completion rate for adults was 74.4%; and the completion rate for adolescents under the age of 18 was 73.2%. The high completion rate this year may be due in part to a revision in the definition to include transfers/progression within and among programs. The revision was made to be consistent with State instructions.



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<sup>4</sup> Effective Fiscal Year 2006-07, these measures will no longer be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect current strategic priorities and measure outcome based performance.

## Behavioral Health Services



### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Alcohol and Other Drug Services	42.00	42.00	42.00	0.00	42.00
Adult/Older Adult Mental Health Services	262.75	199.25	202.25	1.51	202.25
Children's Mental Health Services	196.25	134.75	143.75	6.68	143.75
Inpatient Health Services	488.00	487.00	485.00	(0.41)	485.00
<b>Total</b>	<b>989.00</b>	<b>863.00</b>	<b>873.00</b>	<b>1.16</b>	<b>873.00</b>

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Alcohol and Other Drug Services	\$ 47,895,582	\$ 47,424,993	\$ 45,205,325	(4.68)	\$ 45,049,248
Adult/Older Adult Mental Health Services	111,256,088	110,758,251	146,658,600	32.41	129,548,030
Children's Mental Health Services	85,395,572	84,837,548	95,468,666	12.53	94,037,919
Inpatient Health Services	44,335,674	45,028,286	46,577,710	3.44	46,717,616
<b>Total</b>	<b>\$ 288,882,916</b>	<b>\$ 288,049,078</b>	<b>\$ 333,910,301</b>	<b>15.92</b>	<b>\$ 315,352,813</b>

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 72,096,458	\$ 70,301,907	\$ 73,581,503	4.67	\$ 74,021,233
Services & Supplies	214,456,396	214,837,990	257,709,545	19.96	238,712,327
Other Charges	2,358,369	2,423,337	2,429,434	0.25	2,429,434
Capital Assets Equipment	5,000	504,474	208,449	(58.68)	208,449
Expenditure Transfer & Reimbursements	(33,307)	(18,630)	(18,630)	0.00	(18,630)
<b>Total</b>	<b>\$ 288,882,916</b>	<b>\$ 288,049,078</b>	<b>\$ 333,910,301</b>	<b>15.92</b>	<b>\$ 315,352,813</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Intergovernmental Revenues	\$ 145,454,388	\$ 149,436,463	\$ 284,257,790	90.22	\$ 265,749,902
Charges For Current Services	22,408,539	22,874,217	24,381,967	6.59	24,381,967
Miscellaneous Revenues	6,074,050	5,822,222	5,820,773	(0.02)	5,771,173
Other Financing Sources	93,291,780	96,061,690	6,000,000	(93.75)	6,000,000
General Revenue Allocation	19,654,159	13,854,486	13,449,771	(2.92)	13,449,771
Total	\$ 288,882,916	\$ 288,049,078	\$ 333,910,301	15.92	\$ 315,352,813





# Child Welfare Services



## Department Description

Child Welfare Services (CWS) provides leadership and support to protect children and preserve families by establishing countywide practice and policy direction, and providing centralized services for all regions. Communities are supported through the delivery of culturally competent, family-centered, and child-focused services. CWS administers: the Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; the San Pasqual Academy, a state-of-the-art residential education campus for foster children; foster care eligibility and licensing; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; and, adoptive home assessments and placements. CWS also provides critical support services to regional operations.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Implemented a State approved risk assessment tool Countywide to better assess the safety of children in abuse situations and the likelihood of future risk of abuse.
- Ensured 77% (146) of foster youth in the 12<sup>th</sup> grade achieved high school completion (diploma, certificate or equivalent), including youth at San Pasqual Academy and other residential care settings, meeting the target of 77%.
- Placed 626 children in adoptive homes, to advance permanency for foster children, exceeding the target of 630.

- Provided early Head Start services to 80% (958) of infants and toddlers at the Polinsky Children's Center, meeting the target of 80%.

### Required Discipline – Regional Leadership

- Engaged community to achieve child welfare system improvements and promote transparency to the public by leading County Self Assessment and System Improvement Plan meetings with community stakeholders.

### Required Discipline – Information Technology

- Created a data unit to track and analyze more than 20 mandated outcomes as part of State and federal accountability requirements, and to improve social work practice for the safety, permanency and well-being of children.

### Required Discipline – Accountability/Transparency

- Supported regional efforts to ensure that 93% (66) of relative caregiver approvals processed each month are completed accurately and within 12 months after the original assessment, exceeding target of 90%.



**2006-08 Objectives**

**Strategic Initiative – Kids**

- Implement Team Decision Making (TDM) Countywide by the end of the fiscal year, in order to improve placement stability for children in foster care. TDM is a family group conference that allows families and their identified support network to participate in decisions relating to placement changes
- Ensure that 78% of an estimated 190 foster youth in the 12<sup>th</sup> grade achieve high school completion (diploma, certificate or equivalent), including youth at San Pasqual Academy and other residential care settings.
- Place 630 children in adoptive homes to advance permanency for foster children.
- Divert entries from Polinsky Children’s Center by:
  - Implementing a 23-hour assessment center by December 31, 2006.
  - Placing 20% of an estimated 300 entries to the assessment center in family, relative or other foster care settings in less than 24 hours beginning January 1, 2007 through June 30, 2007.

**Required Discipline – Information Technology**

- Analyze and distribute quarterly reports on more than 20 mandated Child Welfare outcomes to support efforts to improve the safety, permanency and well-being of children and families.

**Required Discipline – Regional Leadership**

- Engage the community to achieve child welfare system improvements consistent with State system improvement requirements.

**Required Discipline – Accountability/Transparency**

- Lead regional efforts to ensure that 90% (1,296) of audited relative caregiver approvals are completed accurately and within 12 months after the original assessment.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a net increase of 8.00 staff years.

- An increase of 12.00 staff years due to a transfer from Regional Operations to Adoptions to align staff with service needs.
- A decrease of 3.00 staff years due to transfer to Strategic Planning & Operational Support for indigent County medical services.
- A decrease of 1.00 staff year due to transfers to Public Administrator/Public Guardian with no impact on client services.

**Expenditures**

Proposes an increase of \$17.0 million.

- \$3.7 million increase in Salaries and Benefits associated with the increase of 8.00 staff years and an allowance for anticipated cost of living adjustments.
- \$3.0 million increase in Services and Supplies primarily due to information technology costs in Child Welfare Services/Case Management System (CWS/CMS).
- \$10.3 million increase in Other Charges including \$6.6 million for Aid to Adoptive Children and \$3.7 million in Foster Care Assistance.

**Revenues**

Proposes a net increase of \$17.0 million.

- \$65.7 million increase in Intergovernmental Revenues.
  - \$49.8 million increase due to the reclassification of Realignment revenues from Other Financing Sources.
  - \$10.3 million increase for Aid to Adoptive Children and Foster Care Assistance.
  - \$5.6 million increase in CWS State allocations and Realignment to cover increased cost of doing business.



- \$49.8 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.
- \$1.0 million increase in General Revenue Allocation due to anticipated decrease in federal Title IV-E funding for Foster Care.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.

Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Foster children in 12 <sup>th</sup> grade who achieve high school completion (diploma, certificate or equiv.)	76%	77%	77%	78%	78%
Children placed in adoptive homes	N/A	620	626	630	630
Polinsky Children's Center (PCC) assessment center entries placed in family, relative or other foster care settings in less than 24 hours <sup>1</sup>	N/A	N/A	N/A	20%	20%
Relative caregiver approvals audited each month <sup>1</sup>	N/A	N/A	N/A	90%	90%
Infants and toddlers at PCC receiving Early Head Start services <sup>2</sup>	N/A	80%	80%	N/A	N/A

<sup>1</sup> New measure effective Fiscal Year 2006-07 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011" developed with input from community advisory committees and staff.

<sup>2</sup> This measure will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2006-2011" developed with input from community advisory committees and staff.



## Child Welfare Services

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Child Welfare Services	486.00	550.00	546.00	(0.73)	546.00
Foster Care	123.00	113.00	113.00	0.00	113.00
Adoptions	137.00	143.00	155.00	8.39	155.00
Total	746.00	806.00	814.00	0.99	814.00

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Child Welfare Services	\$ 56,222,155	\$ 59,831,392	\$ 64,507,751	7.82	\$ 64,507,751
Foster Care	162,145,483	164,406,008	175,092,942	6.50	175,091,942
Adoptions	11,900,592	12,735,340	14,399,523	13.07	14,399,523
Total	\$ 230,268,230	\$ 236,972,740	\$ 254,000,216	7.19	\$ 253,999,216

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 52,911,445	\$ 58,391,005	\$ 62,114,514	6.38	\$ 62,050,582
Services & Supplies	22,635,353	21,052,522	24,031,906	14.15	24,094,838
Other Charges	154,721,432	157,529,213	167,853,796	6.55	167,853,796
Total	\$ 230,268,230	\$ 236,972,740	\$ 254,000,216	7.19	\$ 253,999,216

### Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Revenue From Use of Money & Property	\$ 584,308	\$ 584,308	\$ 584,308	0.00	\$ 584,308
Intergovernmental Revenues	167,511,638	176,213,329	241,959,947	37.31	241,958,947
Charges For Current Services	284,270	284,270	284,270	0.00	284,270
Miscellaneous Revenues	755,472	755,472	755,472	0.00	755,472
Other Financing Sources	46,570,228	49,797,322	—	(100.00)	—
General Revenue Allocation	14,562,314	9,338,039	10,416,219	11.55	10,416,219
Total	\$ 230,268,230	\$ 236,972,740	\$ 254,000,216	7.19	\$ 253,999,216

# Public Health Services



## Department Description

Public health is government working together in partnership with private organizations and community-based professionals to promote healthy behaviors, prevent disease and injury, protect individual and community health, assure access to health care, eliminate disparities in health status, protect the environment and increase the years and quality of healthy life. The functions of assessment, assurance and policy and program development are core activities for the field of public health. Providing public health protection for County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, communities and individuals.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Ensured that 88% (326) of expectant mothers, who are visited by Public Health Nurses through delivery, completed the recommended number of prenatal care visits from time of first contact, exceeding target of 65%.
- Fully immunized 89% (2,200) of children age 24 months served by regional public health centers, to prevent the spread of childhood communicable diseases and keep children healthy, exceeding target of 85%, the State rate of 81%, and the national rate of 82%.

### Strategic Initiative – Safe and Livable Communities

- Enrolled and trained 50 community health care providers on the County's new web-based disease reporting system to enhance surveillance, investigation, and response capacity. Below goal of 100 due to technology problems resulting in delayed trainings.

- Conducted five drills or exercises with public health staff and with community partners to evaluate the County's level of preparedness for public health hazards. Modified written preparedness plans and trainings based on findings, exceeding target of three drills.
- Responded to and initiated investigations for 96% (85) of cases for selected diseases within 24 hours of report as the first line of defense in protecting the public's health, meeting the target of 96%.
- Conducted a drill and confirmed that 70% (200) of County Emergency Medical Alert Network (EMAN) participants received notification within 24 hours of a medium level alert to ensure timeliness of emergency communication response, meeting the target of 70%.
- Ensured 88% (528) of contacts to infectious tuberculosis (TB) cases were evaluated according to Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease. Below target of 90% due to contacts' non-compliance and follow-up challenges.



**2006-08 Objectives**

**Strategic Initiative – Kids**

- Maintain an immunization coverage rate of 90% (higher than both national and State standards) for 2,500 children age 24 months served by regional public health centers, to prevent the spread of childhood communicable diseases and keep children healthy.

**Strategic Initiative – Safe and Livable Communities**

- Implement five strategies of the Childhood Obesity Action Plan.
- Conduct a public information and education campaign to increase awareness about Pandemic Influenza.
- Ensure that 90% of tuberculosis cases, approximately 300, will be reported to Public Health Services (PHS) within one working day from the start of treatment.
- Make first contact and initiate epidemiological investigations within 24 hours of report for a minimum of 97% of cases for selected diseases.
- Conduct five drills or exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards.
  - Confirm that 75% of approximately 225 County EMAN participants receive EMAN drill alerts within 24 hours of a medium level alert being issued to ensure timeliness of emergency communication response.
  - Conduct a drill to assess the amount of time it takes from notification of the Emergency Medical Services Duty Officer to the initiation of operations of the new County Medical Operations Center.
  - Conduct a drill of the Crises and Emergency Risk Communication Plan to assess the speed of public message deployment.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a decrease of 7.00 staff years due to transfers to other programs for operational needs, with no impact on client services.

**Expenditures**

Proposes a net decrease of \$0.7 million.

- \$0.7 million increase in Salaries and Benefits due to an allowance for anticipated cost of living adjustments, partially offset by the transfer of staff years to other programs.
- \$1.3 million net decrease in Services and Supplies.
  - \$1.0 million increase in ambulance services in County Service Areas.
  - \$0.35 million increase for Pandemic Influenza plan.
  - \$0.2 million increase in medical, dental and lab supplies.
  - \$1.6 million decrease in various departmental and operational appropriations to align budget to projected expenditures with no impact to service delivery.
  - \$0.8 million decrease in information technology costs.
  - \$0.5 million decrease in rents and leases in Office of AIDS Coordination due to office relocation.
- \$0.1 million decrease in Other Charges based on projected Children, Health and Disability Prevention – Treatment Reimbursement (CHDP-TR) program case needs.

**Revenues**

Proposes a decrease of \$0.7 million.

- \$0.2 million decrease in Fines, Forfeitures & Penalties, Emergency Medical Services Penalty Assessments, due to adjustments based on historical trends.



- \$26.0 million increase in Intergovernmental Revenues due to the reclassification of Realignment revenues from Other Financing Sources.
- \$0.3 million increase in Taxes for Current Property due to increase in ambulance services.
- \$0.8 million decrease in Charges for Current Services due to revenues that were transferred to public health clinics in Regional Operations and due to reductions in Trauma Health Fees.
- \$0.4 million decrease in Miscellaneous Revenues due to adjustments based on historical trends.
- \$26.0 million decrease in Other Financing Sources due to the reclassification of Realignment revenues to Intergovernmental Revenues.
- \$0.4 million increase in General Revenue Allocation to fund the Pandemic Influenza plan.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Immunization coverage rate maintained for children age 24 months in regional public health centers	91%	85%	89%	90%	90%
TB cases reported to PHS within one working day from start of treatment <sup>1</sup>	N/A	N/A	N/A	90%	90%
Selected communicable diseases cases contacted/investigations initiated within 24 hours	98%	96%	96%	97%	97%
Public Health related drills or exercises with HHSA staff and community partners conducted	3	3	5	5	5
Expectant mothers, visited by Public Health Nurses through delivery, complete recommended number of prenatal care visits	N/A	65%	88%	N/A <sup>2</sup>	N/A
Contacts of infectious TB cases evaluated	91%	90%	88%	N/A <sup>3</sup>	N/A

<sup>1</sup> New measure effective Fiscal Year 2006-07 to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2006-2011,” developed based on input from community advisory committees and staff.

<sup>2</sup> Effective Fiscal Year 2006-07, this performance measure will be reported in the Regional Operations section only.

<sup>3</sup> This measure will not be reported in future Operational Plans. It has been replaced with another measure to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2006-2011.”





Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration and Other Services	42.50	38.50	30.50	(20.78)	30.50
Bioterrorism / EMS	38.50	40.00	55.50	38.75	55.50
Infectious Disease Control	124.70	123.50	113.50	(8.10)	113.50
Surveillance	94.50	97.50	94.00	(3.59)	94.00
Prevention Services	77.67	71.17	70.17	(1.41)	70.17
<b>Total</b>	<b>377.87</b>	<b>370.67</b>	<b>363.67</b>	<b>(1.89)</b>	<b>363.67</b>

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Administration and Other Services	\$ 11,639,623	\$ 10,380,333	\$ 11,437,099	10.18	\$ 11,448,792
Bioterrorism / EMS	12,186,250	13,570,991	12,526,720	(7.69)	12,211,631
Infectious Disease Control	23,941,365	24,591,471	23,699,853	(3.63)	23,437,045
Surveillance	11,028,020	11,504,477	11,169,702	(2.91)	11,271,768
Prevention Services	14,571,494	14,571,382	14,138,943	(2.97)	14,031,792
Ambulance CSA's - Health & Human Services	4,747,658	6,273,560	7,250,198	15.57	7,250,198
<b>Total</b>	<b>\$ 78,114,410</b>	<b>\$ 80,892,214</b>	<b>\$ 80,222,515</b>	<b>(0.83)</b>	<b>\$ 79,651,226</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 31,376,580	\$ 32,062,342	\$ 32,801,046	2.30	\$ 33,154,628
Services & Supplies	45,338,730	48,195,100	46,926,194	(2.63)	46,173,687
Other Charges	1,500,000	800,000	696,030	(13.00)	643,666
Capital Assets Equipment	96,000	170,277	189,000	11.00	69,000
Expenditure Transfer & Reimbursements	(196,900)	(335,505)	(389,755)	16.17	(389,755)
<b>Total</b>	<b>\$ 78,114,410</b>	<b>\$ 80,892,214</b>	<b>\$ 80,222,515</b>	<b>(0.83)</b>	<b>\$ 79,651,226</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 915,675	\$ 1,103,156	\$ 1,357,307	23.04	\$ 1,357,307
Taxes Other Than Current Secured	17,206	29,080	33,616	15.60	33,616
Licenses Permits & Franchises	338,507	188,203	182,557	(3.00)	182,557
Fines, Forfeitures & Penalties	1,869,630	1,823,504	1,682,387	(7.74)	1,682,387
Revenue From Use of Money & Property	44,000	180,493	92,000	(49.03)	92,000
Intergovernmental Revenues	39,608,404	40,610,477	66,740,093	64.34	66,255,955
Charges For Current Services	7,769,876	7,249,116	6,392,781	(11.81)	6,342,781
Miscellaneous Revenues	834,938	1,211,206	841,743	(30.50)	804,592
Other Financing Sources	24,666,142	26,446,948	500,000	(98.11)	500,000
General Revenue Allocation	2,050,032	2,050,031	2,400,031	17.07	2,400,031
Total	\$ 78,114,410	\$ 80,892,214	\$ 80,222,515	(0.83)	\$ 79,651,226

# Public Administrator / Public Guardian



## Department Description

The Public Administrator (PA) investigates and administers the estates of persons who die with no will or without an appropriate person to act as an administrator; and protects the decedent's property from waste, loss or theft and ensures the estate is administered according to the decedent's wishes. The Public Guardian (PG) serves as the legally appointed guardian or conservator for persons found by the Courts to be unable to take care of themselves or their assets—generally older, frail and vulnerable adults who are at risk or have been a victim of abuse or neglect. Public auctions are held regularly in which personal and real property is sold to maximize the assets of the deceased or to pay for the care of conservatees. This program was formerly reported in the Aging and Independence Services Division.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Increased by 5% (six) the average number (117 to 123) of permanent bidders participating in public auctions in order to maximize the revenues realized at public auctions for the benefit of the decedents' estate or to pay for the care of elderly or frail conservatees.
- Developed five competitive procurements to improve investment, tax and financial planning, property maintenance and other services available to clients and decedents' estates.

### Required Discipline – Skilled, Competent and Diverse Workforce

- Developed a comprehensive training program for PA/PG staff to enhance staff expertise for better client service delivery.

## Required Discipline – Accountability/Transparency

- Strengthened PA/PG fiscal services by restructuring fiscal unit to report directly to the HHSA Financial Support and Services Division. This restructure, along with new policies, procedures and practices, have improved accountability and internal controls within the division.
- Introduced a rigorous bi-annual audit process to promote accountability and maintain program integrity.
- Improved security through use of digital photos of assets, and installation of cameras in warehouse where property is stored, to protect assets of conservatees or decedents' estates.

## 2006-08 Objectives

### Strategic Initiative – Safe and Livable Communities

- Increase by 5% (seven) the average number (123 to 130) of permanent bidders participating in public auctions in order to maximize the revenues realized at public auctions for the benefit of decedents' estates or to pay for the care of elderly or frail conservatees.
- Develop an assessment and care planning tool to improve the quality of financial services and care provided to conservatees.



- Establish a method for measuring success in extending the time that conservatees can live on their own assets through improved financial consultation and estate planning services, thereby reducing County costs for public administrator/guardian services.
- Ensure 100% of eligible clients utilize professional financial planning services in order to maximize their ability to remain self-sufficient.

**Required Discipline – Regional Leadership**

- Collaborate with the courts to streamline the process for decisions regarding the disposition of estates, in order to reduce the time cases spend in probate and improve beneficiaries' satisfaction.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Ensure 80% of deputy PA/PG staff complete California State PA/PG certification in order to improve services to conservatees and families of decedents and to control public cost of care.

**Required Discipline – Accountability/Transparency**

- Ensure accountability for 100% of Client Trust Funds through monthly review of receipts, disbursements and balance reconciliation.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a reduction of 3.00 staff years.

- A decrease of 6.00 staff years as a result of a transfer to Administrative Support.
- An increase of 1.00 staff year due to a transfer from Strategic Planning & Operational Support.
- An increase of 1.00 staff year to support Public Administrator/Public Guardian activities.
- An increase of 1.00 staff year due to a transfer from Child Welfare Services.

**Expenditure**

Proposes an increase of \$0.5 million in Salaries and Benefits to reflect an allowance for anticipated cost of living adjustments.

**Revenue**

Proposes an increase of \$0.5 million in General Revenue Allocation due to expenditure increases.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Permanent bidders participating in public auctions <sup>1</sup>	N/A	N/A	123	130	130
Eligible clients utilize professional financial planning services <sup>1</sup>	N/A	N/A	N/A	100%	100%
Deputy PA/PGs certified by California state PA/PG association <sup>1</sup>	N/A	N/A	N/A	80%	80%
Monthly Client Trust Fund accountability <sup>1</sup>	N/A	N/A	N/A	100%	100%

<sup>1</sup> New measures effective Fiscal Year 2006-07 to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2006-2011” which was developed with input from the community advisory committees and staff.



**Public Administrator / Public Guardian**

**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Administrator/ Guardian	38.00	39.00	36.00	(7.69)	36.00
Total	38.00	39.00	36.00	(7.69)	36.00

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Administrator/ Guardian	\$ 3,151,971	\$ 3,684,636	\$ 4,215,022	14.39	\$ 4,215,022
Total	\$ 3,151,971	\$ 3,684,636	\$ 4,215,022	14.39	\$ 4,215,022

**Budget by Categories of Expenditures**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,446,214	\$ 2,793,319	\$ 3,249,203	16.32	\$ 3,249,203
Services & Supplies	505,757	691,317	765,819	10.78	765,819
Other Charges	200,000	200,000	200,000	0.00	200,000
Total	\$ 3,151,971	\$ 3,684,636	\$ 4,215,022	14.39	\$ 4,215,022

**Budget by Categories of Revenues**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Revenue From Use of Money & Property	\$ 179,437	\$ 159,437	\$ 165,336	3.70	\$ 165,336
Intergovernmental Revenues	50,000	50,000	43,985	(12.03)	43,985
Charges For Current Services	1,517,200	1,317,200	1,348,100	2.35	1,348,100
Miscellaneous Revenues	38,000	38,000	57,242	50.64	57,242
General Revenue Allocation	1,367,334	2,119,999	2,600,359	22.66	2,600,359
Total	\$ 3,151,971	\$ 3,684,636	\$ 4,215,022	14.39	\$ 4,215,022

# Administrative Support



## Department Description

The Agency's support divisions play an important role providing essential financial, administrative, and contract support to the Agency's regions and divisions. They are essential to maintaining a high level of operational excellence and adherence to required disciplines. Financial and Support Services, Human Resources, Management Support, and Agency Contract Support divisions are included, as well as the Compliance Office, the Office of Resource Development, Office of Media and Public Affairs, and Office of Legislative Affairs within the Agency Executive Office.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- To meet the challenging dynamics of disaster response:
  - Reviewed and identified potential existing technologies for a management decision support system during a disaster event. The system would identify impacted areas and how to deploy resources to ensure services can be provided.
  - Developed Business Continuity Plan (BCP) letterhead, PowerPoint template and intranet website for quick product recognition.
- Initiated four emergency response drills with community public information to ensure timely communication to the public during health emergencies.
- Obtained \$25.0 million in external grants and/or revenues to benefit the community, exceeding the target of \$6.7 million.

### Required Discipline – Fiscal Stability

- Managed resources in Fiscal Year 2005-06 to ensure a minimum management reserve level of \$5.0 million, meeting the target of \$5.0 million.

### Required Discipline - Skilled, Competent and Diverse Workforce

- Exceeded the 5% goal of decreasing net position vacancies and expedited hiring by achieving an 11% (120) reduction through various hiring activities. One successful activity was conducting job fairs to fill vacant administrative support staff positions.

### Required Discipline – Information Technology

- Met all nine California Work Opportunity and Responsibility to Kids (CalWORKs) Information Network (CalWIN) information technology milestones for the Agency; an electronic system that supports 2,000 employees who serve public assistance clients.

### Required Discipline – Accountability/Transparency

- Ensured that 97.5% (127) of contracts sampled were monitored according to a monitoring plan, meeting the target of 97.5%.
- Conducted two in-depth risk assessments to ensure compliance with funding source guidelines and regulations, meeting the target of two assessments.



**2006-08 Objectives**

**Strategic Initiative – Safe and Livable Communities**

- Obtain \$27.0 million in external grants and/or revenues to benefit the community.

**Required Discipline – Fiscal Stability**

- Manage resources in Fiscal Year 2006-07 to ensure a minimum management reserve level of \$5.0 million.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Develop long-term recruitment strategies for hard-to-fill classifications such as public health nurses.
- Ensure appropriate Agency staff are:
  - Developing legislative sponsorship proposals that promote fiscal stability and the quality of life for County residents.
  - Communicating critical information to the public through various media such as the press, Internet, publications, and presentations.

**Required Discipline – Information Technology**

- Develop a long-term plan for implementing Agency Mobile Remote Workforce projects so that chosen projects have a high probability of successful implementation.

**Required Discipline – Accountability/Transparency**

- Ensure that 98% (127) of sampled contracts are monitored according to a monitoring plan.
- Ensure that 10% (70) of sampled contract invoices are monitored according to an invoice review plan.
- Ensure all (5,550) Agency employees complete at least one training on compliance related issues so that business is conducted ethically and in compliance with federal or State regulations.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a net reduction of 8.00 staff years.

- A transfer out of 19.00 staff years from Administrative Support to Strategic Planning and Operational Support to consolidate administrative functions.
- A decrease of 6.00 staff years due to outsourcing of print services.
- A transfer in of 18.00 staff years from various programs to consolidate billing services.
- A transfer out of 1.00 staff year to Behavioral Health Services for increased mental health services.

**Expenditures**

Proposes a net increase of \$7.2 million.

- \$0.6 million decrease in Salaries and Benefits due to a reduction of 8.00 staff years, partially offset by increases associated with an allowance for anticipated cost of living adjustments.
- \$7.8 million increase in Services and Supplies.
  - \$7.4 million increase for CalWIN operations.
  - \$1.5 million increase in major maintenance.
  - \$1.5 million increase in Internal Service Funds charges.
  - \$1.2 million increase for Mobile Remote Workforce (re-engineered work processes and incorporation of the use of automation technology in regional public health nursing services).
  - \$0.6 million increase in various operational costs including public liability insurance premium.
  - \$3.4 million decrease due to the transfer of the Strategy and Planning Division from Administrative Support to Strategic Planning and Operational Support.
  - \$1.0 million decrease in Rents and Leases due to transfer of appropriations to other programs.





**Revenues**

Proposes an increase of \$7.2 million.

- \$33.1 million increase in Intergovernmental Revenues.
  - \$25.1 increase due to the reclassification of Realignment revenues from Other Financing Sources.
  - \$7.1 million increase for CalWIN operations.
  - \$0.9 million increase due to transfers among various programs.
- \$25.1 million decrease in Other Financing Sources due to the reclassification of Realignment revenue to Intergovernmental Revenues.

- \$1.5 million increase in budgeted Fund Balance associated with major maintenance.
- \$2.3 million decrease in General Revenue Allocation due to technical adjustments between programs and divisions within HHSA.

**Significant Changes in Fiscal Year 2007-08**

Proposes a decrease of \$11.2 million in expenditures and revenues primarily due to the elimination of one-time costs associated with CalWIN implementation and the reflection of Bio-terrorism reserves in Fiscal Year 2006-07.

<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Dollars obtained by Office of Resource Development for Agency and community programs	\$14.1 million	\$6.7 million	\$25 million	\$27 million	\$27 million
Management Reserves for HHSA	N/A	\$5 million	\$5 million	\$5 million	\$5 million
Contracts (sampled) that have monitoring plans that meet required elements	98.7%	97.5%	97.5%	98%	98%



## Administrative Support

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Agency Executive Office	19.50	20.00	30.00	50.00	30.00
Agency Contract Support	22.00	22.00	20.00	(9.09)	20.00
Financial Services Division	184.00	184.00	194.00	5.43	194.00
Human Resources	62.00	62.00	62.00	0.00	62.00
Management Support	12.00	12.00	12.00	0.00	12.00
Proposition 10	16.00	16.00	18.00	12.50	18.00
Strategy and Planning Division	26.00	28.00	—	(100.00)	—
<b>Total</b>	<b>341.50</b>	<b>344.00</b>	<b>336.00</b>	<b>(2.33)</b>	<b>336.00</b>

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Agency Executive Office	\$ 10,518,570	\$ 14,855,791	\$ 15,308,317	3.05	\$ 12,537,144
Agency Contract Support	2,403,372	3,414,876	3,448,979	1.00	3,448,979
Financial Services Division	23,384,494	24,164,195	26,695,196	10.47	27,161,925
Human Resources	5,642,042	5,567,407	5,859,409	5.24	5,859,409
Management Support	15,604,860	19,411,396	29,631,159	52.65	20,736,511
Proposition 10	1,268,538	1,405,731	1,593,158	13.33	1,641,056
Strategy and Planning Division	5,243,239	6,513,152	—	(100.00)	—
<b>Total</b>	<b>\$ 64,065,115</b>	<b>\$ 75,332,548</b>	<b>\$ 82,536,218</b>	<b>9.56</b>	<b>\$ 71,385,024</b>

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 26,316,686	\$ 27,006,741	\$ 26,375,043	(2.34)	\$ 26,962,283
Services & Supplies	35,123,049	43,220,807	51,061,175	18.14	39,322,741
Other Charges	5,000	5,000	—	(100.00)	—
Capital Assets Equipment	120,380	100,000	100,000	0.00	100,000
Management Reserves	2,500,000	5,000,000	5,000,000	0.00	5,000,000
<b>Total</b>	<b>\$ 64,065,115</b>	<b>\$ 75,332,548</b>	<b>\$ 82,536,218</b>	<b>9.56</b>	<b>\$ 71,385,024</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 2,500,000	\$ 8,000,000	\$ 9,500,000	18.75	\$ 5,000,000
Intergovernmental Revenues	40,961,273	39,958,533	73,048,675	82.81	66,339,567
Charges For Current Services	676,663	1,676,565	1,833,321	9.35	1,891,235
Miscellaneous Revenues	540,223	556,463	496,338	(10.80)	496,338
Other Financing Sources	23,262,170	25,140,987	—	(100.00)	—
General Revenue Allocation	(3,875,214)	—	(2,342,116)	—	(2,342,116)
Total	\$ 64,065,115	\$ 75,332,548	\$ 82,536,218	9.56	\$ 71,385,024



**Land Use and Environment Group**

Land Use and Environment  
Group

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



## Group Description

The Land Use and Environment Group's (LUEG) goal is to balance the often-conflicting needs for land use planning, habitat conservation, environmental safety, public health protection, economic development, and infrastructure development.

Staff work to encourage responsible development, preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important open space preserves, improve air quality, foster economic growth, and enforce local, State, and federal laws that protect our health, safety, and quality of life.

Departments in the Land Use and Environment Group (LUEG) include:

- Agriculture, Weights & Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Land Use
- Public Works
- San Diego Geographic Information Source (SanGIS)

## Mission Statement

To unify the County's efforts in environmental preservation, quality of life, economic development, recreation and infrastructure development and maintenance.

## 2005-06 Accomplishments

LUEG departments continue in their goal of providing a quality, thriving environment for children and adults.

- For children of all ages, LUEG departments provided a number of educational programs, increased our existing park and recreational opportunities, continued to work with other agencies to ensure healthy diets, provided

safer ways to get to school, ensured healthier air to breathe, and encouraged career development in our student worker program.

- LUEG staff led the effort to ensure departments across the County meet and exchange ideas on process and efficiency. As a result, we have developed a new program to hire at-risk youth to provide them with job skills and training, and potentially a career path at the County.
- For the enjoyment of our current residents and future generation, 344 acres of Multiple Species Conservation Program (MSCP) land and Open Space were preserved, and created spaces that allow for increased distribution and habitat conservation for our biologically significant and diverse species, and managed 275 miles of trails, over 40,000 acres of park land open space, and over 60 facilities.
- To protect our water quality, we completed a stormwater Report of Waste Discharge and Long-term Effectiveness Assessment which provided extensive review and analysis of existing water protection programs.
- The federal Environmental Protection Agency (EPA) confirmed the San Diego County Air Pollution Control District has the most improved ozone air quality of any other area in the country.
- The passage of our Vector Benefit Assessment Fee will further keep our residents safe from West Nile virus, Hanta Virus and Dengue Fever and allow us to expand our current rat control program and on-line reporting services.
- To protect open space, our neighborhoods and homes, a new Fire Services Program was implemented, which has provided much-needed funding to 16 fire agencies covering 39 fire stations. Besides directly helping to reduce loss from fire, this funding should also help to increase Insurance Services Office (ISO) ratings, eventually reducing residents' cost of fire insurance. Concurrently, the County used 100% of a \$7.8 million



grant to remove 273,000 dead, dying, and diseased trees, further protecting our residents and improving evacuation corridors for residents in the backcountry.

- LUEG staff developed intergovernmental agreements with the Viejas Band of Kumeyaay Indians, San Pasqual Band of Mission Indians, Santa Ysabel Band of Diegueno Mission Indians, La Posta Band of Mission Indians, and Barona Band of Indians to mitigate the environmental and infrastructure impacts of new casinos or casino expansion on the surrounding communities, and managed the Indian Gaming Special Distribution Fund Grant Program, which resulted in over \$8.3 million for public safety and road improvement projects.
- LUEG departments submitted 130 grant proposals seeking \$79.3 million in the first nine months of this fiscal year, and received 53 grant awards totaling \$30.0 million to provide for priority projects.
- County staff provided SanGIS Information at no cost to the public to ensure it is available to the widest audience possible.
- LUEG staff initiated Business Process Re-engineering (BPR) throughout our group to streamline processes, improve customer satisfaction, and reduce costs. One BPR example examined the Land Development Permit Process and reduced the amount of time by 35-50% for the environmental review process associated with discretionary permitting.
- To allow for the improvement and expansion of services in North County, LUEG staff managed the purchase of a number of new buildings, including one in San Marcos that is a joint venture with the Assessor/Recorder/Clerk.

### 2006-08 Objectives

- The LUEG staff will support the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing 100 health related events, classes, and activities throughout the San Diego region.
- As part of the Safe Routes to School program, Planning and Land Use staff will ensure that all school developments, as well as new developments near schools, include pedestrian facilities such as sidewalks and pathways, and other traffic safety features.
- LUEG staff will coordinate the implementation of the new stormwater permit and serve as the regional lead to implement the program among the 22 permit holders.
- Staff will expand Multiple Species Conservation Program Countywide by completing work on the North and East County MSCP Plans.
- In order to establish year-round fire protection and emergency response services in un-served or under served areas staff will expand the current Fire Service Program by negotiating additional contracts with existing fire service entities.
- All LUEG departments will develop Business Continuity Plans in order to keep our core functions operating in the event of a disaster.
- The Parks and Recreation Department will increase and improve experiences for customers by completing approximately \$6.0 million in capital projects to improve and/or expand facilities.
- The public will find enhanced online roads research capability in an accurate GIS County maintained roads layer with 75% completed in Fiscal Year 2006-07.
- GIS data will be available to all County departments so they may perform a variety of different activities including emergency preparedness, track health





insurance for children, create crime maps for public safety groups, and protect watersheds for the environment.

- Improve emergency response capabilities of rural fire agencies by assisting with the upgrading of response apparatus. Approximately \$1.4 million per year is budgeted to purchase emergency equipment in Fiscal Year 2006-07 and Fiscal Year 2007-08.
- Participate in the planning and design of a single, new facility to house the County Medical Examiner and the County Veterinarian proposed in Fiscal Year 2006-07.

**Executive Office Changes from 2005-06 Adopted**

**Staffing**

Proposed no changes in staffing.

**Expenditures**

Proposes a net decrease of \$1.2 million.

- Increase of \$0.06 million in Salaries and Benefits due to an allowance for negotiated and anticipated cost of living adjustments.
- Increase of \$0.1 million in Services and Supplies due to increases in training costs.
- Management Reserves are reduced from \$3.3 to \$1.9 million based on latest projections. Of this amount, \$1.5 million is reserved specifically for stormwater program activities.

**Revenues**

Proposes a net decrease of \$1.2 million.

- Decrease of \$3.0 million in Fund Balance due to the completion or reduction of one-time expenses budgeted in Fiscal Year 2005-06.
- Increase of \$1.7 in General Revenue Allocation of which \$1.5 million is for stormwater program activities and the remainder is to fund increases described above.



Staffing by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Land Use and Environment Group	16.00	17.00	17.00	0.00	17.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00	0.00	5.00
Agriculture, Weights and Measures	135.50	138.50	148.00	6.86	148.00
Air Pollution Control District	147.00	147.00	147.00	0.00	147.00
Environmental Health	270.00	270.00	282.00	4.44	282.00
Farm and Home Advisor	7.50	7.50	8.00	6.67	8.00
Parks and Recreation	162.00	163.00	172.00	5.52	172.00
Planning and Land Use	221.00	223.00	238.00	6.73	238.00
Public Works	528.00	526.00	535.00	1.71	535.00
Total	1,492.00	1,497.00	1,552.00	3.67	1,552.00

Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Land Use and Environment Group	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360
San Diego Geographic Information Source (SanGIS)	689,334	720,142	992,558	37.83	1,021,155
Agriculture, Weights and Measures	12,038,001	13,683,969	15,584,919	13.89	15,928,944
Air Pollution Control District	22,477,834	23,673,245	24,091,063	1.76	24,381,604
Environmental Health	30,053,095	31,948,228	35,570,316	11.34	35,927,677
Farm and Home Advisor	1,004,785	992,979	708,088	(28.69)	723,801
Parks and Recreation	24,986,148	24,193,571	28,788,390	18.99	23,085,872
Planning and Land Use	40,095,486	30,341,308	34,386,904	13.33	36,234,737
Public Works	187,807,913	195,892,100	175,874,237	(10.22)	167,695,192
Total	\$ 324,778,188	\$ 328,278,915	\$ 321,609,808	(2.03)	\$ 310,703,342



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Land Use and Environment Executive Office	16.00	17.00	17.00	0.00	17.00
Total	16.00	17.00	17.00	0.00	17.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Land Use and Environment Executive Office	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360
Total	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,457,690	\$ 2,478,673	\$ 2,540,722	2.50	\$ 2,667,845
Services & Supplies	726,293	1,013,091	1,154,809	13.99	1,118,713
Management Reserves	2,441,609	3,341,609	1,917,802	(42.61)	1,917,802
Total	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360

Budget by Categories of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	2,000,000	3,000,000	—	(100.00)	—
Miscellaneous Revenues	27,306	27,306	27,306	0.00	27,306
General Revenue Allocation	3,598,286	3,806,067	5,586,027	46.77	5,677,054
Total	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360



# San Diego Geographic Information Source (SanGIS)



## Department Description

SanGIS was created in July 1997 as a Joint Powers Agency (JPA) between the County and the City of San Diego. SanGIS focuses on ensuring that geographic data is developed, maintained, accessible, and integrates with the County's business processes and major computer applications. SanGIS also allows the County to participate in data sharing agreements enabling departments to provide public services more efficiently and at less cost.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Provided GIS data and interactive mapping capability to students through the SanGIS website and computers available for student research at SanGIS offices.
- Conducted GIS training presentations in seven local schools, meeting the goal.
- Provided GIS data to update the Health and Human Services Agency (HHSA) Community Data Portal that supports child health and human service program planning.
- Updated GIS map layers of all schools, parks, and libraries.

### Strategic Initiative – The Environment

- Updated GIS layer locating hazardous materials and contamination sites.
- Maintained and added environmental GIS data layers to the SanGIS data warehouse.

### Strategic Initiative – Safe and Livable Communities

- Provided GIS data to support the Office of Emergency Services and the emergency response software programs.
- Provided GIS data and Geo-hazard analysis to support development of the County's Business Continuity Program.
- Provided current road address data to County emergency responders and public safety agencies.

## 2006-08 Objectives

### Strategic Initiative – Kids

- Provide GIS data to HHSA Access to Care Initiative to increase health insurance coverage for children living in low income households.
- Provide GIS resources, including access to computers, GPS devices, and printers, to County youth development programs
- Provide GIS data to students for mapping projects through the SanGIS online data dissemination engine.

### Strategic Initiative – The Environment

- Provide GIS and satellite imagery data to support GIS applications for watershed and habitat monitoring analyses.
- Work with Bureau of Indian Affairs to update GIS Data layer of County Indian Reservations to support General Plan 2020 planning.



- Create new GIS map layer of all County parks, that includes sports parks and gymnasiums which are not included in the current layer.
- Provide GIS data to Land Use and Environment Group (LUEG) land development business applications through new County GIS Data Warehouse.

**Strategic Initiative – Safe and Livable Communities**

- Provide data and GIS staff support to Office of Emergency Services and Emergency Mapping applications.
- Provide GIS data to support Department of Planning and Land Use's (DPLU) Fire Services Program's efforts with the County's fire protection districts and volunteer fire departments.
- Develop backup GIS Data Warehouse within County network to support business continuity and emergency response activities.
- Coordinate development of emergency GIS data layers including skilled nursing facilities, fire breaks, and helicopter landing locations.
- Provide data to Farm and Home Advisor to support wildfire prevention website.
- Provide data to District Attorney's Crime MAPS (Mapping Application for Public Safety) internet application.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no staffing changes.

**Expenditures**

Proposes an expenditure increase of \$0.3 million.

- Slight increase in Salaries and Benefits as an allowance for anticipated cost of living adjustments
- Increase of \$0.25 million in Services and Supplies due to the SanGIS Board decision on December 22, 2005 to discontinue the licensing of the SanGIS data and place it in public domain. SanGIS received one third of its budget from fees related to the sale of landbase data, imagery, and other related services. SanGIS has requested the City and County of San Diego to include the lost revenue in their annual budget request.

**Revenues**

Proposes a revenue increase of \$0.3 million.

- Slight increase in Intergovernmental Revenues for salaries and benefit adjustments.
- Increase of \$0.25 million in General Revenue Allocation to fund the expected increase in expenditures.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Data subscription licenses <sup>1</sup>	68	60	60	N/A	N/A
Revenue from data subscriptions <sup>1</sup>	\$373,899	\$300,000	\$255,000	N/A	N/A
Revenue from storefront sales <sup>1</sup>	\$80,871	\$60,000	\$60,000	N/A	N/A
Revenue from Internet sales <sup>1</sup>	\$100,215	\$30,000	\$21,000	N/A	N/A
Maps/services provided to County departments <sup>2</sup>	136	120	125	N/A	N/A
Ensure that 90% maps received from Recorders Office are in SanGIS database within 30 days <sup>3</sup>	N/A	N/A	N/A	90%	95%
Develop 5 new GIS Layers for use in Emergency Response <sup>3</sup>	N/A	N/A	N/A	5	5
Increase the # of volunteer hours by 25% to develop and maintain data through GIS Internship Program <sup>3</sup>	N/A	N/A	N/A	500	750
Ensure that 100% of new parcels are entered into SanGIS database by end of fiscal year <sup>3</sup>	N/A	N/A	N/A	100%	100%
Reduce SanGIS Network Support Costs by 10% <sup>3</sup>	N/A	N/A	N/A	\$20,000	\$20,000

<sup>1</sup>Subscription licences are discontinued to comply with SanGIS Board’s response to California Attorney General Opinion regarding GIS Data and the Public Records Act, so these measures are being discontinued effective Fiscal Year 2006-07.

<sup>2</sup> This measure is being deleted as this is a SanGIS service that may be cut to offset some of the revenue loss.

<sup>3</sup> Past performance measures focused on revenue generation. These new measures focus on operational efficiency, reducing overhead costs, and supporting the County’s Strategic Initiatives.



**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00	0.00	5.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
San Diego Geographic Information Source (SanGIS)	\$ 689,334	\$ 720,142	\$ 992,558	37.83	\$ 1,021,155
<b>Total</b>	<b>\$ 689,334</b>	<b>\$ 720,142</b>	<b>\$ 992,558</b>	<b>37.83</b>	<b>\$ 1,021,155</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 393,104	\$ 423,912	\$ 452,869	6.83	\$ 481,466
Services & Supplies	296,230	296,230	539,689	82.19	539,689
<b>Total</b>	<b>\$ 689,334</b>	<b>\$ 720,142</b>	<b>\$ 992,558</b>	<b>37.83</b>	<b>\$ 1,021,155</b>

**Budget by Categories of Revenues**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Intergovernmental Revenues	\$ 393,104	\$ 423,912	\$ 446,328	5.29	\$ 474,925
General Revenue Allocation	\$ 296,230	\$ 296,230	\$ 546,230	84.39	\$ 546,230
<b>Total</b>	<b>\$ 689,334</b>	<b>\$ 720,142</b>	<b>\$ 992,558</b>	<b>37.83</b>	<b>\$ 1,021,155</b>



# 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. The Agricultural programs protect the public, the environment, and local agriculture by enforcing laws and regulations pertaining to pesticide use and exclusion of exotic pests. The Animal Disease Diagnostic Laboratory program provides early detection of diseases that threaten public health, livestock, and local wildlife. The Weights & Measures program protects consumers by inspecting the net contents of packaged goods and verifying the accuracy of commercial weighing, measuring, counting, and scanning devices. Other activities, such as endangered species conservation, certification of farmers' markets and organic farming, as well as wildlife management, 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.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Promoted science education by sponsoring Seeds of Wonder and Insect Fair educational projects at Quail Botanical Gardens.
- Prevented exposure of children to pesticides by conducting inspections and providing information regarding Integrated Pest Control methods in 69% (29) of San Diego's 42 primary and secondary local school districts ensuring compliance with the Healthy Schools Act, exceeding the goal of 26 schools.

### Strategic Initiative – The Environment

- Completed 91% (213,049) of Pest Detection trap inspections within the intervals specified in the California Department of Food and Agriculture Trapping Guidelines, minimizing the need for quarantines, preventing the loss of agricultural products, and limiting the use of pesticides, exceeding the goal of 90%.
- Successfully identified 100% of significant exotic pests from readable submissions received from public residences, landscaping professionals, nurseries, gardens, and farms, surveys, shipments and pest detection traps to quickly contain spread of insects and diseases that would endanger local vegetation, meeting the goal of 100%.
- Eradicated 100% (150) infestations of exotic pests where there was a feasible treatment option; or controlled the infestation where there was no feasible treatment option; or initiated appropriate Integrated Pest Management practices where the infestation was too large, meeting the goal of 100%.



- Significantly decreased levels of the pesticide diazinon in the region's surface waters, due in part to education and inspections of agricultural enterprises, golf courses, and pest control businesses designed to prevent the discharge of these contaminants to local waterways.
- Prevented illegal pesticide residues on San Diego County-grown produce in 100% of items inspected through the California Department of Pesticide Regulation's residue sampling program, meeting the goal of 100%.
- Maintained or exceeded the statewide safety compliance standards for people working with pesticides in 75% of businesses inspected, which is less than the 80% target, primarily due to increased number of paperwork and record violations found.

**Strategic Initiative – Safe and Livable Communities**

- Held quarterly meetings with the County Veterinarian and cooperating agencies regarding disease surveillance and public health threats for prevention and mitigation of communicable diseases affecting animal and human health meeting the goal of four meetings.
- Ensured 100% of Animal Disease Diagnostic Laboratory veterinary pathologists attended annual training in foreign animal disease diagnosis, avian influenza, agro-terrorism, and bio-security, meeting the goal.
- Maintained 85% compliance (680 of 800) with Consumer Awareness posting requirements through inspections of locations using price scanners, meeting the target of 85%.
- Achieved 93% regulatory compliance of inspected devices among the 37,492 registered commercial Weighing and Measuring Devices in the County ensuring consumers pay no more than the posted, advertised, or quoted price, exceeding the goal of 90%.

- Increased consumer awareness and reporting of overcharges and discrepancies by listing on the department website businesses who fail to comply.
- Achieved 92% compliance of 2,148 100-egg samples with standards for egg cleanliness and truth-in-labeling (size, and grade) by wholesalers and local producers, exceeding the goal of 80%.
- Achieved 80% compliance (477 of 596 lots) with standards for agricultural commodities sold at Certified Farmers' Markets

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Promote science education by sponsoring Seeds of Wonder and Insect Fair educational projects at Quail Botanical Gardens.
- Prevent exposure of children to pesticides by conducting inspections and providing information regarding Integrated Pest Control methods in at least 70% of San Diego's 42 primary and secondary local school districts ensuring compliance with the Healthy Schools Act.
- Encourage youth to pursue science and veterinary studies by judging science fairs and providing educational opportunities to 4-H chapters and other students.

**Strategic Initiative – The Environment**

- Improve source identification of pesticide discharges to regional waters by integrating Department of Public Works water quality monitoring data, AWM Pesticide Use Reporting data and Monitoring Inspections to protect and enhance water quality.
- Ensure that San Diego County-grown produce is free of illegal pesticide residues when marketed.



- Sponsor Pest Detection Seminar and Survey for non-governmental organizations at high-risk locations to prevent spread of insects and plant diseases, which may adversely impact native plants and wildlife habitats.
- Complete at least 92% (215,390) of Pest Detection trap inspections within the intervals specified in the California Department of Food and Agriculture Trapping Guidelines to minimize the need for quarantines, prevent the loss of agricultural products, and limit the use of pesticides.
- Eradicate all infestations of exotic pests where there is a feasible treatment option; or control the infestation where there is no feasible treatment option; or, where the infestation is too large, initiate appropriate Integrated Pest Management practices.

**Strategic Initiative – Safe and Livable Communities**

- Enhance specimen testing by developing and validating a new test with use of progressive technologies for identification of diseases of human and animal health importance, such as Avian Influenza.
- Increase submissions by 25% (300 to 375 samples) of deceased birds for diagnostic testing through public outreach and education, as well as outreach to other County departments.
- Protect public from pesticide exposure by enforcing application standards of 80% compliance for both structural and agricultural uses.
- Protect consumers by achieving a 94% compliance rate of weighing and measuring devices to ensure they receive the actual quantities purchased.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 9.50 staff years:

- Increase of 5.00 staff years for the Animal Disease Diagnostic Laboratory to support additional West Nile Virus and Avian Influenza testing. Two of these positions are funded by the Department of Environmental Health.
- Increase of 1.00 staff year for the Agriculture Water Quality program to ensure compliance with total maximum daily load requirements in agricultural regulated facilities.
- Increase of 1.00 staff year to provide contract support to the Pest Management program.
- Increase of 1.00 staff year for the Weights and Measures program to assist with device inspections.
- Increase of 1.00 staff year for Administration/Fiscal to support central oversight of contract billing.
- Increase of 0.50 staff years to increase a Histology Technician to a full-time position for the Animal Disease Diagnostic Laboratory.

**Expenditures**

- Proposes an increase in expenditures of \$1.9 million.
- Increase of \$1.6 million in Salaries and Benefits primarily due to staffing changes identified above and an allowance for anticipated cost of living adjustments.
- Increase of \$0.3 million in Services and Supplies primarily due to an increase of \$0.2 million for work on the Sudden Oak Death (SOD) contract, and an increase of \$0.1 million to support the additional staff identified above.

**Revenues**

Proposes a net increase in revenue of \$1.9 million.

- Increase of \$0.4 million in Licenses, Permits, & Franchises resulting from a new registration fee for weighing and measuring devices as adopted by the Board of Supervisors in response to approved State legislation AB 889 *Weights and Measures*.



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- Decrease of \$0.3 million in Intergovernmental Revenues due to reduced State funding for enforcing laws and regulations pertaining to the exclusion of exotic pests.
  - Increase of \$0.2 million in Charges for Current Services from the Department of Environmental Health for two new positions for the Animal Disease Diagnostic Laboratory.

- Increase of \$1.6 million in General Revenue Allocation due to the increased costs of critical programs including a portion of the staff costs referenced above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Eradicate, contain, or control 100% new exotic pests, including insects, plant diseases, nematodes and weeds before they exceed one square mile <sup>1</sup>	N/A	N/A	N/A	100%	100%
Identify 100% of diseases affecting public health and animal health from readable samples that are submitted to the County Veterinarian	N/A	100%	100%	100%	100%
Maintain public confidence that they are "getting what they are paying for" in commercial weighing and measuring devices by maintaining a compliance level that meets or exceeds the statewide levels	N/A	90%	93%	94%	94%
Ensure consumer protection by verifying the quality and truth-in-labeling of agricultural products such as eggs, farmers' markets and certified organic produce (Target: at a minimum 90% compliance level)	N/A	80%	92%	93%	93%
Protect people working with or around pesticides in both urban and agricultural settings, and ensure that San Diego County-grown produce is free of illegal pesticide residues when marketed	N/A	100%	100%	100%	100%
Prevent illegal residues found on produce in San Diego County	N/A	80%	75% <sup>2</sup>	80%	80%
Meet or exceed State guidelines for pesticide worker-safety compliance	N/A	80%	75% <sup>2</sup>	80%	80%
Eradicate, contain, or control new exotic pests, including insects, plant diseases, nematodes and weeds before they exceed one square mile	N/A	150	150	N/A	N/A
Laboratory confirmations	N/A	150	150	N/A	N/A
Number of eradication, control or containment actions less than one square mile <sup>3</sup>	N/A	150	150	N/A	N/A



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<sup>1</sup> Measure revised from Fiscal Year 2005-06 to better reflect measurable goal as a percentage rather than number of submissions.

<sup>2</sup> Worker-safety compliance in Fiscal Year 2005-06 was less than the projected 80% primarily due to a reduced compliance level associated with paperwork and record violations, not field inspection violations.

<sup>3</sup> This measure will not be reported in future Operational Plans, as it was revised to a goal based on percentage rather than number of submissions.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Agriculture, Weights and Measures	135.50	138.50	148.00	6.86	148.00
Total	135.50	138.50	148.00	6.86	148.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Agriculture, Weights and Measures	11,998,501	13,636,969	15,537,919	13.94	15,881,944
Fish and Wildlife Fund	39,500	47,000	47,000	0.00	47,000
Total	\$ 12,038,001	\$ 13,683,969	\$ 15,584,919	13.89	\$ 15,928,944

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 9,650,327	\$ 11,013,520	\$ 12,658,411	14.94	\$ 13,001,741
Services & Supplies	2,352,174	2,551,468	2,828,508	10.86	2,884,203
Other Charges	35,500	43,000	43,000	0.00	43,000
Capital Assets Equipment	—	75,981	55,000	(27.61)	—
Total	\$ 12,038,001	\$ 13,683,969	\$ 15,584,919	13.89	\$ 15,928,944

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 773,250	\$ 30,750	\$ 30,750	0.00	\$ 30,750
Licenses Permits & Franchises	1,736,550	2,044,880	2,460,380	20.32	2,560,380
Fines, Forfeitures & Penalties	16,250	43,850	16,250	(62.94)	16,250
Intergovernmental Revenues	5,647,894	7,192,604	6,872,943	(4.44)	7,054,234
Charges For Current Services	803,500	778,700	994,537	27.72	948,312
Miscellaneous Revenues	80,236	54,100	44,600	(17.56)	44,600
General Revenue Allocation	2,980,321	3,539,085	5,165,459	45.95	5,274,418
Total	\$ 12,038,001	\$ 13,683,969	\$ 15,584,919	13.89	\$ 15,928,944





# 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 pollution reductions. The APCD implements rules and plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides educational and public information on air pollution matters, funds emission reduction projects, and monitors air pollution levels throughout the region.

## 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.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Received grants for the 2005 Lower Emission School Bus Program that will reduce air contaminants contributing to childhood pulmonary disease, low birth weight, and asthma, through replacement and retrofit of school buses, and clean fuel station expansions and tanks. Recommended projects are projected to reduce air contaminants by 16.1 tons, reducing school bus emissions over the life of the vehicle by 20.1% which exceeds the target of 20% (16 tons) reduction.
- Coordinated two air quality educational presentations through programs affiliated with the American Lung Association and Regional Transportation Education center; provided air quality information at three family-

oriented health fairs attended by approximately 2,200 County residents, exceeding the goal of three presentations.

- Provided age-appropriate curriculum on air quality for grade levels K-12 through a joint effort with the California Education & Environment Initiative, meeting the goal.
- Secured grant funding from the Environmental Protection Agency (EPA), the Air Resources Board (ARB), and mitigation funds to replace six older school buses with six newer, lower-emitting school buses and retrofitted 51 in-use school buses with particulate traps to reduce exposure of school children to diesel engine particulate emissions, exceeding the goal of five new buses. Since the first program allocation in June 2001, 104 school buses have been replaced and 467 retrofit representing 39.6% of the County-wide public school fleet of 1,441 buses.
- Implemented new State requirements restricting use of diesel engines near schools when school activities are taking place.



**Strategic Initiative – The Environment**

- The U.S. Environmental Protection Agency confirmed that San Diego County had the greatest improvement in ozone air quality since 1990 of any metropolitan area nationwide.
- Allocated 2005 Carl Moyer Air Quality Standards Attainment Program funds to qualified, board approved projects to reduce diesel exhaust emissions. Modified project emissions are estimated to decrease Nitrogen Oxides (NOx) by 66% (1,662 tons) and Particulate Matter (PM) by 80% (54.8 tons), from levels produced by non-participating equipment over project lives ranging from five to seven years, exceeding the targets of 530 tons NOx and 20 tons of PM.
- Ran multiple computer ozone simulations for two episodes to determine emission control strategy impacts on future air quality, falling short of the goal of three simulations. Additional episode simulations have been limited by the lack of emissions inventories from ARB (delayed by modifications to vehicle emissions model).
- Adopted two APCD rules, amended five APCD rules, and implemented five State regulations and one federal regulation to reduce air contaminant emissions from industrial equipment, falling short of 15 rules or regulations.
- Completed permitting for new Miramar Energy Facility, meeting the goal. Began startup inspections of the new Palomar Energy Project in Escondido.
- Evaluated Gregory Canyon landfill project emissions estimates, meeting the goal. Began evaluation of air quality impacts and public health risks from the project as initial steps of project evaluation.
- Achieved 95% implementation of new State requirements restricting use of stationary emergency standby engines that will decrease annual emissions of

diesel particulate emissions (a cancer causing agent) by 10 tons and NOx emissions by 145 tons, falling short of the 100% goal.

- Implemented two new State air toxics control measures to reduce emissions for stationary and portable diesel engines, meeting the goal. Evaluated 1,600 plans, issued 1,500 permits, monitored compliance with specified conditions.

**Strategic Initiative – Safe and Livable Communities**

- Increased very fine particulate matter (PM2.5) data capture by five percent at one of five monitoring stations and installed a continuous PM2.5 monitor to facilitate accurate air quality forecasting, meeting the goal.
- Ensured 50% (\$2,263,003) of 2005 Carl Moyer Program funding was allocated to projects in designated Environmental Justice areas, defined as low-income communities or communities of color that are disproportionately impacted by air pollution, meeting the goal.
- Conducted 10 compliance training events on emission reduction techniques for industries including automotive, metal parts painting, wood products coating, and marine coating, dry cleaning, and polyester resin operations, exceeding the goal of eight events.
- Successfully participated in Homeland Security special monitoring project achieving 100% data capture.
- Approved two “Hot Spots” program refined health risk assessments for high priority facilities. Initiated 32 refined health risk assessments for high priority facilities. Completed 250 toxic air emissions public health risk assessments as part of APCD permitting activities, meeting the goal.
- Continued EPA funded Mexican Border Project; retrofitted diesel oxidation catalysts on 30 Mexico-based heavy-duty diesel trucks operating in San Diego County, meeting the goal.



- Initiated asbestos awareness campaign through public service announcements and other informational material.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Work cooperatively with 100% (27) of the affected school districts to identify funding to replace or re-power pre-1987 school buses still in use.
- Provide school districts with timely information regarding facilities emitting air toxics near planned school sites.
- Engage youth through outreach mediums including web sites, air quality awareness materials, and presentations to build an informed public that value and work to protect good air quality.
- Notify families of students attending schools located within a 1,000 feet of installations of new equipment with the potential to emit hazardous pollutants.

#### Strategic Initiative – The Environment

- Adopt, amend, or implement 12 State or federal regulations or APCD rules to reduce air contaminant emissions from industrial equipment.
- Update the Regional Air Quality Strategy to expedite State ozone standard attainment, including feasible control measures considering control effectiveness, cost-effectiveness, and technological feasibility.
- Develop an 8-hour Ozone State Implementation Plan for submittal to EPA in 2007 to demonstrate how the San Diego Air Pollution Control District will meet the federal air quality standard for ozone.
- Inspect 100% of priority emission sources, approximately 7,000 equipment inspections, to ensure compliance with air pollution standards.

- Develop an Air Pollution Control District rule in 2006 to reduce air pollutants emitted from indoor woodstoves and fireplaces, and a rule in 2007 to reduce particulate matter from fugitive dust sources such as construction sites and unpaved roads.
- Complete assessment of the Air Quality Monitoring Network and recommend appropriate changes based on EPA criteria.
- Relocate the Otay Mesa Air Quality Monitoring Station if approved by ARB and EPA to better assess community air pollution levels.

#### Strategic Initiative – Safe and Livable Communities

- Complete 50 refined health risk assessments for high priority facilities pursuant to the “Hot Spots” program.
- Ensure that 100% of citizen complaints are investigated.
- Complete 160 toxic air emissions public health risk assessments annually as part of APCD permitting activities.
- Implement a new State Air Toxics Control Measure to reduce emission of chromium and nickel from eight thermal spray facilities.
- Implement a revised Air Toxics Control Measure to reduce emissions of perchloroethylene emissions from 200 dry cleaners.
- Develop a “Clean Car” campaign with focus on consumer choice; work with dealerships to provide information on clean vehicles; publish ARB’s list of the top five model year cars for air quality.
- Inspect asbestos demolitions and removals in response to 75% of notifications received.
- Conduct targeted inspections in response to citizen concerns and potential Environmental Justice issues.



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### Changes from 2005-06 Adopted

#### Staffing

Proposes no changes in staffing.

#### Expenditures

Proposes a net increase in expenditures of \$0.4 million.

- Salaries and Benefits net decrease of \$0.1 million due to the removal of funding for positions held vacant and under filled as a result of low levels of State and federal grants and increases in operating costs offset by an allowance for anticipated cost of living adjustments.
- Services and Supplies net decrease of \$0.2 million due to elimination of building lease payments, offset by additional facility utility costs and maintenance service requirements at newly purchased APCD office building.
- Capital Assets Equipment decrease of \$0.1 million as fixture requirements associated with the laboratory configuration at the new office building are reduced.
- Reserves increase of \$0.5 million which is budgeted to accrue for operational reserves, building depreciation, and major maintenance requirements.
- Operating Transfers increase of \$0.3 million for costs to administer mitigation projects and air monitoring related to mobile sources.

#### Revenues

Proposes a net increase in revenues of \$0.4 million.

- Increase of \$0.3 million in Licenses, Permits, and Franchises due to annual fee schedule increases.
- Increase of \$0.1 million in Intergovernmental Revenues based on additional State funding for increased Carl Moyer Air Quality Standards Attainment Program administrative support requirements.
- Decrease of \$0.1 million in Charges for Services to reflect reduction trends in requested miscellaneous customer project meetings and services.
- Increase of \$0.3 million in Other Financing Sources based on revenue from Palomar Power Plant project to fund APCD mitigation project administrative support, and vehicle registration funding to support monitoring and mobile source programs.
- Decrease of \$0.2 million in Fund Balance due to the completion of one-time projects.

#### Significant Changes in Fiscal Year 2007-08

No significant changes are proposed.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Permit evaluations for new and modified businesses	2,541 <sup>1</sup>	1,600	2,900 <sup>1</sup>	1,600	2,200
Percentage of scheduled business inspections completed <sup>2</sup>	100%	100%	100%	100%	100%
Number of Public Complaints investigated (100% of complaints investigated) <sup>3</sup>	465	600	590	600	600
Number of APCD funded low polluting vehicles in use including School and transit Buses, postal vehicles, refuse trucks, shuttle vans, tractors, taxicabs <sup>4</sup>	948	1,061	999 <sup>5</sup>	1,050	1,065
Average number of days meeting the federal ozone standards (3-year aft.)	356	355	358	357	359

<sup>1</sup> Fiscal Years 2004-05 and 2005-06 actuals higher than goal due to one-time permit update efforts for gas stations and for diesel engines to implement new State requirements.

<sup>2</sup> Indicates completion levels for inspections of air contaminant emitting equipment/facilities.

<sup>3</sup> Majority of complaints from the public are due to dust related to construction and visible emissions.

<sup>4</sup> More fully reflects mobile source emission reduction program activities.

<sup>5</sup> Actuals below budget due to Ford Motor Co. discontinuance of Compressed Natural Gas (CNG) vehicles, and San Diego City withdrawal from vehicle conversion project due to budget constraints.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Air Pollution Control District Programs	147.00	147.00	147.00	0.00	147.00
Total	147.00	147.00	147.00	0.00	147.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Air Pollution Control District Programs	22,477,834	23,673,245	24,091,063	1.76	24,381,604
Total	\$ 22,477,834	\$ 23,673,245	\$ 24,091,063	1.76	\$ 24,381,604

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 14,198,277	\$ 14,628,291	\$ 14,547,834	(0.55)	\$ 15,013,796
Services & Supplies	3,973,613	4,097,708	3,851,084	(6.02)	3,927,969
Other Charges	33,749	59,626	61,415	3.00	63,109
Capital Assets Equipment	82,350	190,350	134,261	(29.47)	134,261
Reserve/Designation Increase	—	—	450,000	—	250,000
Operating Transfers Out	4,189,845	4,697,270	5,046,469	7.43	4,992,469
Total	\$ 22,477,834	\$ 23,673,245	\$ 24,091,063	1.76	\$ 24,381,604



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 1,410,395	\$ 310,575	\$ 120,000	(61.36)	\$ 66,000
Licenses Permits & Franchises	7,507,972	7,808,102	8,065,770	3.30	8,674,429
Fines, Forfeitures & Penalties	665,320	1,019,540	1,019,540	0.00	1,019,540
Revenue From Use of Money & Property	200,000	215,000	231,125	7.50	231,125
Intergovernmental Revenues	7,328,320	8,049,332	8,160,812	1.38	8,016,694
Charges For Current Services	1,056,983	1,395,501	1,256,077	(9.99)	1,256,077
Miscellaneous Revenues	119,000	177,925	191,270	7.50	191,270
Other Financing Sources	4,189,844	4,697,270	5,046,469	7.43	4,926,469
General Revenue Allocation	—	—	—	0.00	—
<b>Total</b>	<b>\$ 22,477,834</b>	<b>\$ 23,673,245</b>	<b>\$ 24,091,063</b>	<b>1.76</b>	<b>\$ 24,381,604</b>





# 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, and implementing and enforcing local, State, and federal environmental laws. DEH regulates the following: retail food safety; public housing; swimming pools; small drinking water systems; mobile-home parks; onsite wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats and mosquitoes, and ensures occupational health for County employees.

## Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is “Healthy People in Healthy Communities Free from Disease due to the Environment.”

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Conducted 60 educational outreach presentations to elementary and high school children to increase awareness of food safety and hazardous materials/waste awareness, exceeding the target of eight presentations.
- Targeted food safety outreach to kids by sending “Packing a Safe Lunch” brochures to all 37 public school districts in San Diego County and conducting outreach targeted to kids at four local supermarkets.
- Implemented a risk-based public swimming pool inspection process and form to better protect families from illness, injury, and death at over 3,900 public swimming pools throughout San Diego County, meeting the goal.

### Strategic Initiative – The Environment

- Averaged an 18-day project processing time for review and approval of septic systems, short of the 14 day goal. The average review time increased as a result of staff turnover. As staff become more proficient and efficient the project review times will decrease.
- Developed an annual permit and compliance program for alternative onsite wastewater disposal systems. Implementation is waiting for the State to release onsite wastewater system regulations, which has been postponed until February 2007.
- Completed 100% of septic tank pumping truck and site inspections within 60 days of the expiration of the businesses’ permits, meeting the goal of 60 days.
- Protected groundwater resources by ensuring upgrading or closure of 50 (83% of total) significantly non-compliant Underground Storage Tanks (USTs), meeting the goal of 50 tank sites.
- Conducted four workshops for small businesses that generate universal waste and are not normally regulated, two of which were for automobile repair businesses, meeting the goal of four workshops. Workshops were attended by 167 participants representing approximately 80 small businesses.



- Conducted three temporary Household Hazardous Waste events in Alpine, Bonita/Lincoln Acres and Fallbrook, meeting the goal of three events. Over 500,000 pounds of household hazardous and electronic waste were collected via these collection events and at the permanent collection facilities.

**Strategic Initiative – Safe and Livable Communities**

- Provided excellent customer service through an average plan review cycle time of seven working days for food facilities and public pools, exceeding the goal of 10 days.
- Reduced the occurrence of major food safety violations observed in approximately 12,000 regulated food establishments by nearly 60% since 2004 by implementing innovative food safety interventions, such as the development of a model food establishment inspection process, development and use of risk control manual/plans, outreach workshops, and identifying and abating a foodborne illness outbreak related to the consumption of illegal raw milk cheese sold by street vendors.
- Developed the new Asbestos Policy aimed at protecting County staff and the public doing business in County buildings from asbestos exposures and obtained approval from the Chief Administrative Officer. Implemented by training 72 Department Asbestos Coordinators and other key employees and provided assistance in evaluating 94 locations in 71 County buildings for asbestos, meeting goal.
- Conducted extensive West Nile Virus outreach through enhancing the County's website, distributing over 87,000 informational brochures at 720 public counters, and distributing over 600 copies of the County Television Network (CTN) produced video, of which

481 were in Spanish, meeting goal. Conducted 54 presentations, with a focus in areas with high numbers of positive dead birds. San Diego County had no locally acquired human West Nile Virus cases while the State had 929 cases and 18 deaths.

- Conducted successful Proposition 218 Vector Benefit Assessment ballot measure that provides funding to continue successful efforts to prevent disease carried by rats and mosquitoes to provide enhanced public health protection.
- Expanded aerial applications of larvicides from 27 to 31 sites and reduced mosquito breeding by 55%. The goal of 90% was not met due to a dramatic increase in rainfall causing numerous new mosquito breeding sites.
- Developed 4,000 "Rat Starter Kits" to assist homeowners with their rat control efforts. An integral part of the kit is a CTN produced self-help video, traps, bait box, and screening to exclude rats from buildings. Distribution will begin by the end of 2006.
- Protected groundwater quality and ensured that Small Drinking Water Systems are providing potable water to the public by issuing 10 of the total 30 new water supply permits for Small Drinking Water Systems and providing Small Drinking Water System operators with four free technical workshops.
- Conducted five workshops to over 200 biotech/ biomedical industry representatives as part of a pilot project under the California Environmental Protection Indicator Program (EPIC). The target of 25% reduction in the occurrence of the most common violations in this industry was not achieved. Additional industry outreach is necessary. This objective has been restated for Fiscal Year 2006-07.



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## 2006-08 Objectives

### Strategic Initiative – Kids

- Implement two interventions targeted towards reducing the occurrence of major violations at public swimming pools through educational outreach and cooperative efforts with stakeholders to better protect families from illness, injury, and death at public swimming pools.
- Provide 10 recreational water quality training classes to children attending surf camps or other summer camps. The training will enable the children to make informed decisions about where and when it is safe to enter the water and how to find up-to-date information regarding local beach water quality.
- Conduct 54 educational outreach presentations to county elementary and high schools classrooms, or approximately 1,400 children, to increase awareness of household hazardous and universal waste, food safety, and other hazardous materials/waste.

### Strategic Initiative – The Environment

- Implement the recently developed annual permit and compliance program for alternative onsite wastewater disposal systems based on the State regulations scheduled to go into effect in February 2007.
- Conduct four outreach presentations to businesses that generate hazardous and universal waste.
- Conduct three temporary Household Hazardous Waste events that will include electronic and universal waste, for unincorporated areas where permanent facilities are not convenient.
- Ensure that the department meets a 14-day average processing time, by eliminating 4 days from the time it takes to review and approve layout for septic systems.

- Pursue grant funding to help become the regional leader for universal waste recycling, disposal, and outreach. Provide San Diego County residents at least five different locations where universal waste is collected, and conduct five outreach campaigns by June 2007.
- By July 2007, inspect 100% of the known appliance recyclers in San Diego County and issue a permit for enforcement to those that generate hazardous waste and universal waste.
- Re-engineer Hazardous Materials Division (HMD) permitting and inspection processes for streamlining and timely processes.

### Strategic Initiative – Safe and Livable Communities

- Help ensure Small Drinking Water System' are providing potable water by issuing 85% of permits for new, changed ownership, or require a permit amendment by the end of the fiscal year.
- Conduct four technical workshops for Small Drinking Water system owners/operators provide training on budgets and rate setting, completing consumer confidence reports, developing operation plans and other training necessary to maintain pure, safe drinking water for their customers.
- Reduce the number of abandoned and unused monitoring wells by 25% in three groundwater use basins (Otay Valley Hydrologic Area, Mission Hydrologic Sub Area, and Ramona Sub Area).
- Conduct infrastructure surveys of all 161 Small Drinking Water Systems by 2008.
- Increase by 25% over the next four years, the number of Small Drinking Water System owners/operators who establish a water rate structure that allows for current and future needs such as capital improvements, etc.
- Conduct a field response to complaints about mosquitoes, rats, and flies within three days to reduce exposure to diseases and improve customer service.



- Reduce mosquito breeding at 31 historical breeding sites by 80% through the use of a helicopter that applies larvicides to prevent mosquito-borne diseases
- Work with the biotech/bomedical industry to reduce, by 25%, regulatory non-compliance of the most common violations as a pilot project under the California Environmental Protection Indicator Program.
- Implement two improvements to the food facility foodhandler training program that are targeted to improve food employee behaviors and food preparation practices.
- Develop and conduct a food safety knowledge survey for consumers in order to better target food safety outreach.
- By July 2007, complete the data imaging of all HMD files to provide instantaneous record retrieval by emergency responders.
- By July 2008, complete 95% of all HMD complaint investigations within 30 days of receiving the complaint.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 12.00 staff years.

- Increase of 6.00 staff years related to the passage of the Vector Benefit Assessment by the property owners of San Diego County.
- Increase of 3.00 staff year for program development and coordination for the Hazardous Materials, Food and Housing, and Land & Water Quality Divisions.
- Increase of 1.00 staff year for Food and Housing Division to conduct field investigations of permitted health regulated facilities.
- Increase of 1.00 staff year for Solid Waste Local Enforcement Agency to oversee the Environmental Impact Report and the permit process for the new solid waste projects.

- Increase of 1.00 staff year for Land & Water Quality to perform discretionary project review.

**Expenditures**

Proposes an increase of \$3.6 million.

- \$2.4 million increase in Salaries and Benefits as a result of staffing changes identified above, additional temporary help needed for the prevention of diseases carried by rats and mosquitoes, and an allowance for anticipated cost of living adjustments.
- \$1.2 million increase in Services and Supplies due to increased costs associated with service and maintenance contracts, routine maintenance supplies, increased costs for Information Technology, including one-time only projects, and new costs associated with the prevention of diseases carried by rats and mosquitoes.

**Revenues**

Proposes a net increase of \$3.6 million.

- \$1.0 million increase in Licenses, Permits, & Franchises due to Board approved fee adjustments.
- \$1.3 million net increase in Intergovernmental Revenues due to the reclassification of Realignment Revenue from Other Financing Sources and a reduction in revenue from State agreements.
- \$3.6 million increase in Charges for Current Services due to property owner approval of the Vector Benefit Assessment.
- \$1.4 million decrease in Other Financing Sources due to the reclassification of Realignment Revenue to Intergovernmental Revenues.
- \$0.9 million decrease in the use of Fund Balance due to the completion of one-time projects.



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**Significant Changes in Fiscal Year 2007-08**

State AB885 *Onsite Sewage Treatment Systems* regulations are anticipated to go into effect in 2007 and will require that advanced treatment wastewater systems be installed and monitored annually. The requirement for annual permits and monitoring will require a new program element for the Land Use Program in the Department of Environmental

Health. In 2007 all onsite wastewater systems in areas where the water is deemed impaired need to be upgraded to perform advanced treatment. In 2009, all new onsite wastewater systems or those that require a substantial repair will be required to install an advanced treatment septic system.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Conduct a field response to complaints about mosquitoes, rats and flies within 3 days <sup>1</sup>	N/A	N/A	N/A	100%	100%
Reduce the incident rate (# violations per 1,000 inspections) of food refrigeration major risk factor violations found in retail food facilities by 10% per year (from the previous year's total)	50	45	45	41	37
Number of significant non-compliant Underground Storage Tanks brought into compliance <sup>2</sup>	62	50	50	10	N/A
Complete review of all Land Use Projects requiring Septic Systems and Water Well permits (# projects) <sup>3</sup>	6,490	6,200	5,482	N/A	N/A
Complete review of Septic System layouts within an average of 14 days (# days) <sup>4</sup>	15	14	18	14	14
Reduce mosquito larvae at 39 locations (%) <sup>5</sup>	90	90	55	80	80

<sup>1</sup> This is a new performance measure that was established as part of the new Vector Control Benefit Assessment.

<sup>2</sup> The department has exceeded their original performance goal. The remaining non-compliant sites are considered extremely difficult sites which will require assistance from various prosecutors. It is expected that these sites will not be able to be brought into compliance without some court action.

<sup>3</sup> Because the outcome is dependent upon outside factors such as the state of the economy, this has been removed as a performance measures in beginning in Fiscal Year 2006-07.

<sup>4</sup> The average review time increased as a result of experienced staff retiring and the subsequent hiring and training of new staff. As staff becomes more proficient and efficient the project review times will decrease.

<sup>5</sup> Reduction of mosquito breeding was severely impacted by increased rainfall which created new mosquito breeding areas and expanded existing sites beyond the scope of aerial applications. Aerial applications have increased from 27 to 39. Achieving 90% appears to be an anomaly and not a repeatable accomplishment. 80% was the original goal and is more realistic.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Environmental Health	270.00	270.00	282.00	4.44	282.00
Total	270.00	270.00	282.00	4.44	282.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Environmental Health	\$ 30,053,095	\$ 31,948,228	\$ 35,570,316	11.34	\$ 35,927,677
Total	\$ 30,053,095	\$ 31,948,228	\$ 35,570,316	11.34	\$ 35,927,677

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 23,729,596	\$ 24,408,234	\$ 26,853,940	10.02	\$ 27,613,317
Services & Supplies	6,303,499	7,519,994	8,696,376	15.64	8,294,360
Capital Assets Equipment	20,000	20,000	20,000	0.00	20,000
Total	\$ 30,053,095	\$ 31,948,228	\$ 35,570,316	11.34	\$ 35,927,677

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ —	\$ 855,000	\$ —	(100.00)	\$ —
Licenses Permits & Franchises	16,596,817	16,769,453	17,722,032	5.68	18,366,520
Fines, Forfeitures & Penalties	426,195	338,647	260,127	(23.19)	270,532
Intergovernmental Revenues	1,555,580	1,646,003	2,958,099	79.71	2,958,099
Charges For Current Services	9,111,394	10,010,765	13,654,574	36.40	13,318,023
Miscellaneous Revenues	972,714	937,965	975,484	4.00	1,014,503
Other Financing Sources	1,390,395	1,390,395	—	(100.00)	—
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 30,053,095	\$ 31,948,228	\$ 35,570,316	11.34	\$ 35,927,677





# Farm and Home Advisor



## Department Description

The Farm and Home Advisor Office conducts educational programs and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three entities together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University extension professionals with expertise in Agriculture, Natural Resources, Youth Development, Nutrition, and Family & Consumer Science.

## Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the United States Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental protection, horticultural, and public health issues.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Developed and implemented five workshops, reaching 318 adults and 330 youth leaders, focusing on volunteerism with youth.
- Provided school readiness and early literacy training for 1,500 families with children 1 month - 5 years of age in Chula Vista, National City and San Ysidro.
- Held five workshops focusing on youth geospatial technologies, plant identification, and locating research data using Global Positioning Systems (GPS) and continued photo monitoring impacts of Firestorm 2003, meeting the goal of five workshops.
- Conducted 50 garden-based nutrition education and technical assistance to school gardens at 10 sites throughout the County and continue the “Off to a

Good Start” training program to improve school readiness to 1,000 parents of 3-5 year olds in Chula Vista, National City and San Ysidro.

### Strategic Initiative – The Environment

- Conducted 13 community seminars for 314 people on water quality, invasive species research, and education for improving water quality through the use of best management practices of boat hull maintenance and antifouling paints.
- Promoted Best Management Practices for fertilizer and pesticide use through 12 Integrated Pest Management (IPM) community seminars.
- Published the Invasive Species Fact Sheet “Managing Hull-Borne Invasive Species on California’s Coastal Boats” and conducted a “Managing Hull Transport of Aquatic Invasive Species” workshop in San Francisco. Workshop proceedings have been published on CD-ROM and are available via the National Oceanic and Atmospheric Administration (NOAA) Sea Grant website to vessel owners; port, harbor, and marina managers; state and federal agencies; researchers and environmental organizations. These approaches achieved the goal of providing information on sources of infestations and potential control strategies.



- Submitted Policy Issue Paper “Environmental Policy Conflicts on the Horizon: Vessel Antifouling Paints, Coastal Water Quality and Invasive Species” to the California Policy Research Center. Note: Antifouling paints are pesticide products used on vessel hulls.
  - Collaborated with the California Department of Fire (CDF) and the County Department of Planning and Land Use to develop fire road and field breaking maps for integration in a consolidated Countywide Geographic Information Source (GIS) database.
  - Initiated the County of San Diego Native Habitat Restoration Project. The project goal is to provide high quality functional ecosystems that preserve and promote native flora and fauna as well as compare alternative restoration practices on properties degraded from decades of grazing, human impacts, or burned in the wildfires of 2003.
  - Developed and conducted outreach programs dealing with wildfires including reducing risks, recovering from fires, and preparing to deal with these important environmental events. Evaluated horticultural recommendations to reduce fire risks, improve defensible space, and lessen environmental impacts of water use, and potential for non-native plant invasion.
- Strategic Initiative – Safe and Livable Communities**
- Conducted 10 school garden educational projects to community schools using Master Gardener volunteers participating in the School Gardens Committee. Conducted the Annual School Gardens Conference at the San Diego County Fair, meeting the goal of 10 projects.
  - Pesticide Research and Investigation of Sources, and Mitigation (PRISM) Grant/Integrated Pest Management (IPM) Program hosted a series of three community workshops related to integrated pest management focusing on plant selection, lawn maintenance and irrigation, and vertebrate pests, as well as three monthly training programs to retail nursery staff on proper use of pesticides and water quality education. Emphasis was placed on reducing home pesticide use, training certified pesticide applicators, dealing with new pests, and demonstrating non-pesticide pest management approaches.
  - Conducted applied research and outreach programs to improve agricultural operations, including issues of productivity, marketing, pest management, water quality, use and conservation, fertilizer management, diseases, and natural disasters.
  - The launch of “San Diego Saves”, a money-management education program that teaches low moderate-income residents how to build wealth not debt, was covered on two local media networks. Initial participation included over 30 local businesses, banks, and financial organizations and 100 members. Although resource materials, such as the *Adult Financial Caregiver’s Guide*, have yet to be published, San Diego Saves posters have been produced in English and Spanish and are being distributed through community agencies and financial institutions throughout the County.
  - Co-hosted a Bird Handling Education seminar with the County Veterinarian focusing on educating the public about poultry-related health issues and ways to reduce the spread of bird flu.
  - Conducted field days and demonstrations with 100 local growers of blueberry and lychee/longans, and evaluated potential of pitahayas (tropical jungle cactus also know as Dragon Fruit) plantings for commercial application.
  - Received funding from the University of California Agriculture and Natural Resources Core Issues Grant Program for pitahaya evaluations for commercial productions in Southern California. Pitahaya has been identified as a potential new fruit crop for diversified small farm and commercial operations.



## 2006-08 Objectives

### Strategic Initiative – Kids

- Continue participation in the “Call to Action: San Diego County Childhood Obesity Action Plan” Steering Committee. Develop and conduct awareness of the link between nutrition and improved health through the garden-based nutrition education programs to 10 schools.
- Identify and reduce barriers to program access from low-income residents, farmers with limited resources and others who traditionally do not access FHA programs. Emphasis will be on identifying processes that have successfully reached Spanish speaking customers and applying methods to reaching bilingual clients in other ethnic and economic groupings through the use of Business Process Reengineering and the Continuous Improvement Process will be utilized to identify, analyze, track and improve methods.
- Develop and implement a Marketing & Public Relations program to increase awareness and use of FHA programs with citizens of the County, County departments, and other organizations.

### Strategic Initiative – The Environment

- Develop and/or adapt residential Integrated Pest Management (IPM) information and make it available to the public via seven stand-alone touch screen kiosks. The kiosks will be located in garden centers, community events, and participating County libraries. Information provided will promote pesticide reduction in order to reduce environmental impacts of overuse by residential/non-agricultural users who care for their homes, gardens, and landscape areas.
- Collaborate with the Department of Public Works to Develop a Nutrient Reduction Management Plan (NRMP) for the Rainbow Creek watershed. The

watershed project is a trial designed to use avocado trees as buffer strips for excess water and nitrates that flow underground into a local creek. The Farm and Home Advisors’ Office, UC Cooperative Extension (UCCE/ FHA) will conduct project administration as well as and write and guide the development of the NRMP.

- Update three boating pollution-prevention brochures and post on the local NOAA Sea Grant Program website in order to increase access of information for audiences and reduce printing costs.
- Produce and implement one brochure, one poster (Stop Aquatic Invaders on Our Coast!;/Detenga el transporte de especies invasoras acuáticas en nuestras costas!), and public service announcements in Spanish and English to provide the public with contact information for environmental agencies, organizations, and other resources. Audience includes boating organization members, port/harbor/yacht club managers & tenants, boat maintenance/repair/sales/supply business operators, academics, and government agencies.

### Strategic Initiative – Safe and Livable Communities

- Develop and implement an interactive website and 12 Quick Tip Cards as tools for outreach and education in self-assessing property fire risks, fire safety, and fuels reduction. Quick Tip Cards will also be translated into Spanish for the bilingual audience.
- Conduct applied research and outreach programs to improve agricultural operations, including issues of productivity, marketing, pest management, water quality use and conservation, fertilizer management, diseases, and natural disasters through interdepartmental threading and joint grant opportunities with County departments.



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**Required Discipline – Customer Satisfaction**

- Develop and implement downloadable customer satisfaction surveys to be available on the Department's internal and external websites. Data will be exported to a database and integrated with Countywide Customer Satisfaction/Mystery Shopping results.
- Refine and further develop office staff procedures via desk manuals to increase efficiency, better coordinate programs, and ensure cross-training and continuity of services between headquarters and the new North County office.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes a net decrease of \$0.3 million.

- A slight increase in Salaries and Benefits resulting from an allowance for anticipated cost of living adjustments offset by a decrease in Services and Supplies due to the anticipated completion of the Dead Dying Diseased Tree Removal Program.

**Revenues**

Proposes a net decrease of \$0.3 million.

- A decrease of \$0.3 million in Fund Balance which funded the Dead Dying Diseased Tree Removal Program which should be completed at the end of this fiscal year offset by a slight increase in General Revenue Allocation to fund the salaries and benefits adjustments.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total \$value of projects, grants, and contracts) <sup>1</sup>	72 projects/ \$2,722,688	72 projects/ \$2,722,688	52 projects/ \$648,000	52 projects/ \$648,000	52 projects/ \$648,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours) <sup>2</sup>	1,141 vol. 242,300 hrs	1,141 vol. 242,300 hrs	1,336 vol. 184,872 hrs	1,336 vol. 184,872 hrs	1,336 vol. 184,872 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (5.0 = highest rating)	4.8	4.8	4.8	4.8	4.8
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales)	300 publications/ \$12,000	300 publications/ \$10,500	398 publications/ \$8,514	400 publications/ \$8,900	400 publications/ \$8,900
Number of newsletters and communications distributed via U.S. mail; with corresponding increase in electronic transmittals (#/% mailed correspondence) <sup>3</sup>	455,000/ 76%	435,000/ 73%	22,000/ 45%	22,000/ 45%	22,000/ 45%

<sup>1</sup> Reduction in projects and value of projects from Fiscal Year 2005-06 Adopted to Fiscal Year 2005-06 Estimated Actual is due to loss of funding for larger scope programs, such as Off-To-A Good Start (OTAGS), that had been awarded in previous years.

<sup>2</sup> The variance between Fiscal Year 2005-06 Adopted and Fiscal Year 2005-06 Estimated Actual volunteer hours is residual impact of terminated 4-H Foundation After School programs and reengineering of 4-H program to focus on retraining adult volunteers on methods for positive youth development.

<sup>3</sup> The variance between Fiscal Year 2005-06 Adopted and Fiscal Year 2005-06 Estimated Actual is due to increased requests for information via e-mail and database cleansing which reduced duplication.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Farm and Home Advisor	7.50	7.50	8.00	6.67	8.00
Total	7.50	7.50	8.00	6.67	8.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Farm and Home Advisor	\$ 1,004,785	\$ 992,979	\$ 708,088	(28.69)	\$ 723,801
Total	\$ 1,004,785	\$ 992,979	\$ 708,088	(28.69)	\$ 723,801

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 446,502	\$ 434,244	\$ 471,082	8.48	\$ 483,946
Services & Supplies	558,283	558,735	237,006	(57.58)	239,855
Total	\$ 1,004,785	\$ 992,979	\$ 708,088	(28.69)	\$ 723,801

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ —	\$ 300,000	\$ —	(100.00)	\$ —
General Revenue Allocation	\$ 1,004,785	\$ 692,979	\$ 708,088	2.18	\$ 723,801
Total	\$ 1,004,785	\$ 992,979	\$ 708,088	(28.69)	\$ 723,801

# Parks and Recreation



## Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 40,000 acres of parkland and open space, with 275 miles of trails, two historic adobes, and 10 historic park sites. Additionally, the department operates 33 local parks, three community recreation centers, and two teen centers in the unincorporated areas of San Diego County. The department manages the grounds and equipment at all County Parks, making them safe, clean, and enjoyable.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Provided positive activities for teens by introducing 12 new low-cost programs in Fallbrook, Lakeside, and Spring Valley that model emerging teen trends.
- Provided positive support to 5,700 pre-school and school age youth through 40 programs that included mentoring, critical after school hour opportunities, field and enrichment activities, and prevention of risky behaviors. On target to meet or exceed two-year goal.
- Increased play opportunities for children and provided facilities for team sports by completing three playgrounds at Lincoln Acres and Collier Parks. An additional four playgrounds are under construction at Potrero and Guajome. Five ballfields have been constructed at Sweetwater, and an additional ballfield and sports court are under construction at Guajome. On target to meet or exceed two-year goal.
- Conducted 200 environmental education programs, including 35 Discovery Kits, for 7,500 students. On target to meet or exceed two-year goal.

- Awarded \$550,500 in grant funds for after-school youth and teen programs.

### Strategic Initiative – The Environment

- Completed Resource Management Plans for the Barnett Ranch, San Vicente, and Santa Ysabel Open Space Preserves.
- Continued removal of exotic and/or invasive species in the Otay and Tijuana River Valleys and Ramona Grasslands.
- Improved the tree canopy and provided shade by planting 800 trees in County parks. On target to meet or exceed two-year goal.
- Beautified parks and improved trail safety by facilitating 35 volunteer workdays such as park clean-ups and trail maintenance. On target to meet or exceed two-year goal.
- Improved recreational opportunities and environmental awareness for at-risk youth by providing 20 outdoor adventure and education programs to 250 children. On target to meet or exceed two-year goal.
- Expanded parks and recreational opportunities and preserved open space by acquiring 344 acres of park and/or preserve land, leveraging federal, State, and private dollars. On target to meet or exceed two-year goal.



- Contributed to the preservation of multiple species, by initiating biological surveys in the Multiple Species Conservation Program (MSCP) Preserve areas extending from Otay Valley in the south to the Ramona Grasslands in the north. On target to meet or exceed two-year goal.
- Awarded \$234,750 in grant funds for environmental enhancement programs and projects.

**Strategic Initiative – Safe and Livable Communities**

- Reviewed 425 discretionary applications in support of the County Trails Program.
- Opened the 3,800-acre eastern portion of the Santa Ysabel Open Space Preserve to the public.
- Continued to provide greater convenience to customers through the Internet Reservation System resulting in online camping reservations totaling 45% (11,000) of all camping reservations processed. On target to meet or exceed two-year goal.
- Promoted the health and well being of seniors by providing 25,000 nutritious lunches at the Fallbrook, Lakeside, and Spring Valley community centers. On target to meet or exceed two-year goal.
- Increased community interest-based programs by using the findings of recreational needs assessments conducted in Fallbrook, Lakeside, and Spring Valley to develop 15 new programs that reflect community interests including health and wellness festivals. On target to meet or exceed two-year goal.
- Continued to rebuild fire damaged facilities with the completion of improvements at William Heise and Lake Jennings Parks. Additional improvements are underway at Oak Oasis, Louis Stelzer, Goodan Ranch/Sycamore Canyon, El Capitan, and Boulder Oaks. On target to meet or exceed two-year goal.
- Completed the San Luis Rey River Park Master Plan and began preparation of the park's Environmental Impact Report. On target to meet or exceed two-year goal.

- Expanded park and recreational opportunities offered throughout the county by renovating or constructing 36 park facilities in over 15 communities. On target to meet or exceed two-year goal.
- Increased and improved park and recreational experiences for customers by expending over \$7.0 million on the acquisition of additional park land and the development of park and recreational facilities in County parks. On target to meet or exceed two-year goal.
- Provided customers with the opportunity to register for recreation programs online beginning January 2006 with an immediate success rate of 13% (61) of all program registrations (465) being done online. On target to meet or exceed two-year goal.
- Awarded \$148,695 in grant funds for new generators for emergency use for community centers.
- Invoiced \$6.0 million of grant reimbursements for capital and non-capital projects.
- Submitted 23 grant applications totaling \$8.6 million, including applications submitted for five new grant programs.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Provide positive support to 1,700 middle and high school youth and introduce a minimum of nine new activities based on the result of a teen's needs assessment.
- Provide positive support to 4,000 pre-school and elementary school age youth through a minimum of 40 activities that include mentoring, after school hour opportunities, enrichment, and health and wellness.
- Conduct 200 environmental education programs to include 7,500 students annually.





**Strategic Initiative – The Environment**

- Improve the health of the park tree inventory by removing dead and unhealthy trees and planting new trees.
- Beautify parks and improve trail safety by facilitating 24 volunteer workdays such as park clean-ups and trail maintenance.
- Improve recreational opportunities and environmental awareness for at-risk youth by providing 20 outdoor adventure and education activities.
- Expand parks and recreational opportunities and preserve open space by acquiring 300 acres of park and/or preserve land, leveraging federal, State, and private funding.
- Contribute to the preservation of resources by continuing surveys in preserves.

**Strategic Initiative – Safe and Livable Communities**

- Continue to provide greater convenience to customers through the Internet Reservation System resulting in online camping reservations totaling 50% (12,000) of all camping reservations processed.
- Promote the health and well being of seniors by providing 25,000 nutritious lunches to 175 seniors at the Fallbrook, Lakeside, and Spring Valley community centers.
- Continue to rebuild and improve park facilities destroyed in Firestorm 2003, including Oakoasis, Louis Stelzer, El Capitan and Goodan Ranch.
- Provide for future large-scale park and recreational opportunities in the North County by working on the preparation of a draft Environmental Impact Report for the proposed San Luis Rey River Park.
- Expand park and recreational opportunities offered throughout the County by renovating or constructing park facilities in at least 10 communities.

- Increase and improve park and recreational experiences for customers by completing approximately \$6.0 million in capital projects to improve and/or expand park facilities.
- Promote recreational opportunities for kids with disabilities by completing design of a fully accessible ballfield.
- Support the County’s Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing 100 health related events, classes, and activities throughout the San Diego region.
- Add 15 miles (5%) of trails to the County Trails Program.
- Apply for four new grant programs in support of park development, park land acquisition, recreation, or enhancement of natural and cultural resources.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 9.00 staff years and transfers among divisions to meet operational needs.

- Increase of 2.00 staff years to work with youth and adult programs. These positions will be dedicated to the Spring Valley Gym when it opens.
- Increase of 2.00 staff years for Recreational Program Coordinators at the Fallbrook and Lakeside Community Centers.
- Increase of 2.00 staff years to provide additional park rangers at County parks.
- Increase of 2.00 staff years to provide administrative support to the department.
- Increase of 1.00 staff year to provide additional maintenance support at Lindo Lake Park.



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### Expenditures

Proposes a net increase of \$4.6 million.

- Increase of \$1.0 million in Salaries and Benefits as the result of an allowance for negotiated and anticipated cost of living increases, the addition of 9.00 staff years, and reclassifications in the Administrative Services Division.
- Net increase of \$3.8 million in Services and Supplies due to the inclusion of one-time expenditures of \$6.0 million to pay for park paving projects throughout the park and recreation system, \$0.4 million for increased lease costs associated with the new DPR Headquarters, \$0.3 million for increased maintenance costs in two County Service Areas (San Dieguito Local Park and San Miguel Park District) offset by a reduction of \$2.9 million due to the completion of one-time projects including \$2.4 million in Firestorm 2003 activities.
- Decrease of \$0.1 million in Expenditure Transfers and Reimbursements due to the reclassification of funding for the Spring Valley and Lakeside Critical Hours Programs from Intergovernmental Revenues to this category.

### Revenues

Proposes a net increase of \$4.6 million.

- Decrease of \$0.1 million in Intergovernmental Revenues due to the reclassification of Critical Hours funding to Expenditure Transfers and Reimbursements,
- Increase of \$0.3 million in Charges for Current Services due to increased reimbursements from the County Service Areas,
- Net increase of \$3.2 million in Fund Balance due to the decrease of \$2.8 million associated with the completion of one-time Firestorm 2003 and other fire fuel reduction programs offset by an increase of \$6.0 million associated with the park paving projects.
- Increase in General Revenue Allocation of \$1.2 million to offset increases in staff years, and anticipated cost of living increases, as well as the implementation of a new program and a new facility.

### Significant Changes in Fiscal Year 2007-08

Proposes a decrease of \$6.0 million in anticipation of completion of the park paving projects throughout the park and recreation system.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Number of Parkland acres owned and managed	40,000	40,000	40,600	40,750	40,900
Number of Volunteers/Hours <sup>1</sup>	400/114,000	440/120,000	400/100,000	750/100,000	750/100,000
Number of unduplicated Youth Diversion participants	5,700	6,000	5,700	5,700	5,700
Number of park facilities improved or developed <sup>2</sup>	31	35	35	10	10
Number of miles of trails managed in the County Trails Program <sup>3</sup>	N/A	N/A	275	290	305
Number of miles added to the County Trails Program, including Community and Regional Trails <sup>4</sup>	N/A	20	N/A	N/A	N/A
Percent/Number of camping reservations placed online <sup>5</sup>	N/A	N/A	N/A	50%/12,000	50%/12,000
Campsite occupancy rate <sup>6</sup>	N/A	N/A	N/A	45%	45%
Number of campsite reservations processed <sup>7</sup> / Number of online camping reservations processed <sup>8</sup>	N/A	33,500/ 10,000	30,000/ 11,000	N/A	N/A

<sup>1</sup> Tracking the number of volunteers will now include project-specific volunteers. The hours of these individuals were previously counted but not individually.

<sup>2</sup> Available funding and current strategy is to focus on larger regional projects with higher dollar value.

<sup>3</sup> New Performance Measure as of Fiscal Year 2006-07 which reports the number of miles of trails managed by the department.

<sup>4</sup> Fiscal Year 2005-06 Adopted reflects number of miles of trails added to the Trails Program. This measure is being deleted and replaced with the reporting of number of miles of trails managed by the department.

<sup>5</sup> New measure showing change in policy to reflect higher importance of number of campsites filled (nights occupied) than number of reservations processed.

<sup>6</sup> New measure showing change in policy to reflect higher importance of number of campsites filled (nights occupied) than number of reservations processed.



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<sup>7</sup> Fewer campsite reservations processed due to policy change effective April 7, 2005 allowing increase in maximum stay from 14 to 21 days; will discontinue this measure to report number of campsite stays (see Table Notes 5 and 6).

<sup>8</sup> Fewer online camping reservations processed due to policy change discussed in Table Note 6; will discontinue this measure in accordance with the above.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Parks and Recreation	159.00	160.00	172.00	7.50	172.00
Park Special Districts	3.00	3.00	—	(100.00)	—
Total	162.00	163.00	172.00	5.52	172.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Parks and Recreation	\$ 22,866,672	\$ 22,218,191	\$ 26,793,803	20.59	\$ 21,091,285
Park Land Dedication	72,400	67,000	67,000	0.00	67,000
Park Special Districts	2,047,076	1,908,380	1,927,587	1.01	1,927,587
Total	\$ 24,986,148	\$ 24,193,571	\$ 28,788,390	18.99	\$ 23,085,872

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 12,791,100	\$ 13,832,943	\$ 14,795,048	6.96	\$ 15,093,370
Services & Supplies	10,993,094	9,616,100	13,380,342	39.15	7,379,502
Other Charges	377,055	213,528	167,000	(21.79)	167,000
Capital Assets Equipment	119,974	69,000	69,000	0.00	69,000
Expenditure Transfer & Reimbursements	—	—	(100,000)	—	(100,000)
Operating Transfers Out	669,925	462,000	477,000	3.25	477,000
Total	\$ 24,986,148	\$ 24,193,571	\$ 28,788,390	18.99	\$ 23,085,872



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 4,780,553	\$ 2,765,557	\$ 6,000,000	116.95	\$ —
Taxes Current Property	903,855	1,023,455	1,033,612	0.99	1,033,612
Taxes Other Than Current Secured	12,010	17,300	18,350	6.07	18,350
Licenses Permits & Franchises	57,400	67,000	67,000	0.00	67,000
Revenue From Use of Money & Property	587,750	659,220	631,720	(4.17)	631,720
Intergovernmental Revenues	825,818	163,918	53,668	(67.26)	53,668
Charges For Current Services	3,974,153	4,404,740	4,735,619	7.51	4,735,619
Miscellaneous Revenues	—	66,213	66,213	0.00	66,213
Other Financing Sources	669,925	462,000	462,000	0.00	462,000
General Revenue Allocation	13,174,684	14,564,168	15,720,208	7.94	16,017,690
<b>Total</b>	<b>\$ 24,986,148</b>	<b>\$ 24,193,571</b>	<b>\$ 28,788,390</b>	<b>18.99</b>	<b>\$ 23,085,872</b>

# Planning and Land Use

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## 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.

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## 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.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Conducted a “Geographic Information Source (GIS) Day” event at Dana Middle School in Point Loma. This event introduced the use of GIS technology to students in the 5<sup>th</sup> grade, meeting the goal of one event.

### Strategic Initiative – The Environment

- The Multiple Species Conservation Program (MSCP) Annual Report was presented to the Board of Supervisors and the public on April 5, 2006, meeting the goal. This program is a broad plan to address endangered species issues in a comprehensive and more effective manner. It reduces the necessity for involvement of wildlife agencies in day to day processing of land development projects while focusing mitigation toward assembling a coordinated regional open space preserve system and creates an avenue for attracting federal and state funds for land conservation.

- Completion of the Environmental Impact Report/Study (EIR/EIS) for the North County Plan and the draft East County MSCP Plan/Map was delayed due to negotiations with large property owners within the plan areas. It is anticipated that the EIR/EIS for the North County MSCP will be completed in the fall of 2006.
- The Annual Report to the Regional Water Quality Control Board (RWQCB) on the compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs (WURMPS) was submitted in January 2006, meeting the goal. The WURMP Annual Report is a mandatory component of the County’s Municipal Stormwater Permit, issued by the RWQCB under the federal Clean Water Act. The program provides the impetus for the County and the other jurisdictions in the San Diego region, to examine the impacts of development on water quality on a watershed basis.
- Planning work, meetings with community groups, and review of the testing results for the General Plan 2020 (GP2020) Road Network were completed in 2006, meeting the goal.
- Provided focused Stormwater training to 100% of the department’s Building Inspection staff. Unprotected construction sites have the potential of discharging pollution such as sediment into the stormdrain, which can adversely impact downstream resources. Educating



the inspectors ensures an understanding of the need to have all construction sites maintain adequate Best Management Practices to minimize these illicit discharges.

**Strategic Initiative – Safe and Livable Communities**

- Successfully obtained Board of Supervisors approval of the framework for implementation of Business Process Reengineering (BPR) of the LUEG Discretionary Permit Process, including changes to the County California Environmental Quality Act (CEQA) Guidelines and Board Policy I-119. (February, 2006)
- Reduced the backlog of low priority enforcement cases from 1,081 to 86, a 92% decrease exceeding the goal of a 50% decrease.
- Closed 14 code enforcement cases per staff person per month 100% of the time, exceeding the goal of 10 cases per month by 40%.
- Responded to 3050 Code complaints, achieving the goal of making initial contact within 3 days of receipt 100% of the time.
- Appointment wait times at the Zoning Counter were reduced by 70%, from 10 days to within 3 business days of appointment request. This was met through the BPR of the appointment process, significantly exceeding the target goal of 10%.
- Continued to provide expedited permit processing for fire victims, meeting the goal of an average wait time of less than 10 minutes.
- Created a Fire Services Program to provide much-needed funding to 16 fire agencies, covering 39 fire stations. Besides directly helping to reduce loss from fire, this program should also help to increase Insurance Services Office (ISO) ratings that will eventually reduce residents' cost of fire insurance.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Conduct “GIS” Day event at one school in the county. This event introduces the use of Geographic Information Source (GIS) technology to students.

**Strategic Initiative – The Environment**

- Complete “Guidelines for Determining Significance and Report Format Requirements for Biological Resources and Cultural Resources” by September 2006. The revised guidelines should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.
- Complete “Guidelines for Determining Significance for Agricultural Resources, Air Quality and Groundwater” by March 2007. The revised guidelines should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.
- Complete “Guidelines for Determining Significance for Mineral Resources” by September 2007. The revised guidelines should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.
- Complete and implement revised procedures for conducting planning review pursuant to Board Policy I-119 by September 2006. Board Policy I-119 was revised by the Board Supervisors as a streamlining effort to condense the environmental review process and reduce costs for privately initiated discretionary land use projects. These revised procedures should expedite the development of projects that have adequately disclosed and feasibly mitigated all associated environmental impacts.
- Establish new County CEQA Consultant Lists for consultants permitted to complete environmental technical studies for privately initiated discretionary





projects. Lists for EIR preparers, Biological Resources, Cultural Resources, Noise, and Traffic will be established by September 2006. Lists for Aesthetics, Agricultural Resources, Air Quality, Fire Protection Planning, and Groundwater will be established by March 2007. Lists for Geology, Hazardous Materials, Land Use and Planning, and Revegetation Planning will be established by September 2007.

- Continue full service fire agreements with 16 fire agencies covering 39 fire stations. Approximately \$5 million per year is budgeted to continue these contracts in Fiscal Year 2006-07 and Fiscal Year 2007-08.
- Improve emergency response capabilities of rural fire agencies by assisting with the upgrading of response apparatus. Approximately \$1.4 million per year is budgeted to purchase emergency equipment in Fiscal Year 2006-07 and Fiscal Year 2007-08.
- Complete development of the groundwater model and complete testing for the GP2020 land use maps by September 2006.
- Obtain coverage for the endangered Quino checkerspot butterfly by December 2006.
- Complete the East County MSCP Plan and present to the Board of Supervisors for approval by June 2008.
- Complete initial phases of the Farming Program which encourage maintenance of farmland and conservation of resources by January 2007.
- Complete development of the Low Impact Design (LID) and impervious surface studies for stormwater planning by June 2007.
- Begin preparation of the EIR/EIS for the Special Area Management Plan for the Otay River Watershed.

#### Strategic Initiative – Safe and Livable Communities

- Complete “Guidelines for Determining Significance and Report Format Requirements for Noise and Traffic/Circulation” by September 2006. The revised guidelines

should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.

- Complete “Guidelines for Determining Significance for Aesthetics and Fire Protection Planning” by March 2007. The revised guidelines should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.
- Complete “Guidelines for Determining Significance for Geology and Soils, Hazards and Hazardous Materials, Hydrology and Water Quality and Land Use and Planning” by September 2007. The revised guidelines should expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts.
- Reduce the remaining backlog of 86 low priority enforcement cases 100% of by June 2007.
- Complete drafts for the Policy Framework for GP2020 (including seven Regional Elements) by November 2006.
- Draft Farming Program Plan for a Purchase of Development Rights program for agricultural lands by March 2007.
- Complete EIR for GP2020, Regional Plan by March 2007.
- Initiate public hearings for GP2020, Regional Plan by July 2007.
- Complete 26 Community Plans by December 2007.

#### Changes from 2005-06 Adopted

##### Staffing

Proposes an increase of 15.00 staff years and transfers among divisions based on operational needs.



- Net increase of 3.00 staff years in Regulatory Planning as follows: 4.00 staff years were added to meet statutory and legal deadlines related to discretionary permit processing and 1.00 staff year was transferred to the Code Enforcement Program.
- Increase of 1.00 staff year to the MSCP Watershed Program to ensure compliance with the existing Regional Water Quality Control Board Municipal Permit. The County is responsible for, or actively participates in the planning activities for nine watersheds.
- Net decrease of 2.00 staff years in the Building Division as follows: 4.00 staff years were transferred to the newly created Fire Prevention Program, 1.00 staff year was transferred to Code Enforcement and 3.00 were added to expand the North County San Marcos Office into a full service office for our customers.
- Net increase of 11.00 staff years in the Fire Prevention Program as follows: On September 20, 2005 (#1) the Board of Supervisors approved 7.00 additional staff years related to the creation of a Fire Prevention Program. Additionally, 4.00 staff years were transferred from the Building Division. These positions will manage contracts totaling \$5.0 million with 16 fire agencies, covering 39 fire stations, provide fire plan check and inspection and Geographic Information System services.
- Increase of 2.00 staff years in Code Enforcement from internal staff year transfers from Regulatory and Building Divisions to bring the program back up to Fiscal Year 2003-04 staffing levels.

**Expenditures**

Proposes a net increase of \$4.0 million.

- Increase of \$2.4 million in Salaries & Benefits due to the additional staff years outlined above and an allowance for anticipated cost of living adjustments.

- Increase of \$0.5 million in Services & Supplies due to the newly created Fire Prevention Program and increased costs for Information Technology.
- \$1.2 million increase in Capital Assets Equipment due to the newly created Fire Prevention Program which will purchase equipment for various fire districts as determined by negotiated contracts.

**Revenues**

Proposes net increase of \$4.0 million.

- Increase of \$0.6 million in License Permits & Franchises for building permits due to Board of Supervisors approved fee increases effective July 01, 2006.
- Decrease of \$0.7 million in Intergovernmental Revenues due to a reduction in expenditures related to MSCP consultant contracts.
- Increase of \$1.0 million in Charges for Current Services for land development services due to Board of Supervisors approved fee increases effective July 01, 2006 and the addition of revenue offset staffing in the Regulatory Planning Division.
- Decrease of \$1.7 million in Fund Balance related to the completion of a consultant contract Fiscal for the Fire Safety/Fuels Reduction Program requiring one-time funding.
- An increase in General Revenue Allocation of \$4.7 million to fund the Fire Prevention Program.

**Significant Changes in Fiscal Year 2007-08**

Overall expenditures reflect year two of Fire Prevention Program costs and an increase to the program of \$3.5 million to expand contracts with fire stations and fire agencies.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Customer Satisfaction Rating (5.0 = Excellent)	4.5	4.5	4.4	4.5	4.5
Building and Zoning Counter Wait Time (in minutes)	10.4 <sup>1</sup>	15	15	15	15
Met 10 day turnaround for Residential Plan Checks (% goal met)	50% <sup>2</sup>	60%	40% <sup>2</sup>	60%	60%
Percent of Building Inspections completed next day	100%	100%	100%	100%	100%

<sup>1</sup> Reflects average wait times for non-fire victims only; fire victim wait times averaged 6.9 minutes.

<sup>2</sup> Goal was not met due to vacancies in the plan check function.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Support Services	17.00	17.00	17.00	0.00	17.00
Regulatory Planning	73.00	69.00	72.00	4.35	72.00
Multi-Species Conservation	11.00	11.00	12.00	9.09	12.00
Building	92.00	93.00	91.00	(2.15)	91.00
Fire Prevention	—	—	11.00	—	11.00
Codes Enforcement	15.00	20.00	22.00	10.00	22.00
General Plan 2020	13.00	13.00	13.00	0.00	13.00
<b>Total</b>	<b>221.00</b>	<b>223.00</b>	<b>238.00</b>	<b>6.73</b>	<b>238.00</b>

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Support Services	\$ 2,216,956	\$ 2,265,078	\$ 2,484,072	9.67	\$ 2,523,162
Regulatory Planning	7,535,977	8,075,768	8,212,952	1.70	8,424,428
Multi-Species Conservation	2,698,168	2,710,162	1,623,809	(40.08)	1,720,908
Building	23,305,743	13,940,222	11,145,933	(20.04)	10,407,880
Fire Prevention	—	—	5,826,555	—	9,351,190
Codes Enforcement	1,935,698	1,900,632	2,156,298	13.45	2,231,386
General Plan 2020	2,402,944	1,449,446	2,937,285	102.65	1,575,783
<b>Total</b>	<b>\$ 40,095,486</b>	<b>\$ 30,341,308</b>	<b>\$ 34,386,904</b>	<b>13.33</b>	<b>\$ 36,234,737</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 20,168,604	\$ 20,802,544	\$ 23,176,185	11.41	\$ 23,344,130
Services & Supplies	19,926,882	9,510,764	9,985,719	4.99	11,721,607
Capital Assets Equipment	—	28,000	1,225,000	4,275.00	1,169,000
<b>Total</b>	<b>\$ 40,095,486</b>	<b>\$ 30,341,308</b>	<b>\$ 34,386,904</b>	<b>13.33</b>	<b>\$ 36,234,737</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 5,901,062	\$ 6,128,000	\$ 4,440,655	(27.54)	\$ 179,884
Licenses Permits & Franchises	5,405,489	5,295,033	5,930,114	11.99	6,282,533
Fines, Forfeitures & Penalties	302,714	302,714	252,300	(16.65)	353,123
Intergovernmental Revenues	9,410,000	1,380,000	705,000	(48.91)	705,000
Charges For Current Services	9,570,363	9,928,768	11,008,065	10.87	12,913,462
General Revenue Allocation	9,505,858	7,306,793	12,050,770	64.93	15,800,735
Total	\$ 40,095,486	\$ 30,341,308	\$ 34,386,904	13.33	\$ 36,234,737



# Public Works



## Department Description

The Department of Public Works (DPW) is responsible for: County-maintained roads; traffic engineering; land development civil engineering review; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; environmental planning; County Airports; solid waste planning and diversion; inactive landfills; wastewater systems management; and special districts.

## Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure.

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional, and knowledgeable staff in a safe and fair work environment.

Continually improve quality of service through optimal resource management.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Enhanced safety for pedestrians, bicyclists, buses and automobiles at 12 unincorporated area schools by implementing school zone improvements (new signage, striping, parking, etc.), exceeding the target of 10 schools. Obtained \$1.15 million in Safe Routes to School grants of \$1.96 million provided region wide.
- Supported and participated in Math, Engineering and Science Education (MESA) for economically disadvantaged and underrepresented student populations.

- Conducted 87 water quality presentations at 30 unincorporated area schools (29%) to teach children how to help enhance quality of water flowing to our creeks, estuaries, and ocean.
- Conducted 50 recycling and composting presentations at unincorporated schools. Gave compost bins to five unincorporated schools to provide students and faculty tools for recycling meeting the target of 50 schools.
- Conducted 26 educational outreach programs to introduce and spark interest in aviation for school age children at County Airports, exceeding the goal of four schools.
- Shared technical forensic photography skills with local students at Grossmont College, giving them hands on learning experience in methods of automated film processing and digital print processing to encourage future interest in County employment.

### Strategic Initiative – The Environment

- Worked with wildlife agencies to obtain a five-year renewal of Regional General Permit 53 program that allows the County to perform critical maintenance on culverts and drainage while preserving and protecting critical habitat. This permit is a regional model and enables savings of \$5.0 million compared to processing individual permits.



- Protected wildlife species movement by accommodating corridors in road undercrossing tunnels in recently awarded construction contracts for Valley Center Road and Wildcat Canyon Road.
- Completed \$25.0 million San Marcos Landfill closure. Project included importing, mixing, and placing over one million tons of cover material, revegetation of slopes and top deck, and installation of a new drainage system, and implemented several initiatives to increase revenues at inactive landfills, such as new microturbine power plant at Jamacha landfill.
- Provided environmental support to assist Housing and Community Development in accomplishing over \$1.0 million in projects to improve low income neighborhoods.
- Developed intergovernmental agreements with Viejas Band of Kumeyaay Indians, San Pasqual Band of Mission Indians, La Posta Band of Mission Indians, and Barona Band of Mission Indians to mitigate environmental impacts of new casinos or casino expansions on surrounding communities, meeting the goal.
- Initiated use of xeriscaped road medians rather than conventional landscaping, to eliminate need for irrigation and to reduce green waste, while providing aesthetically pleasing plantings.
- Helped increase diversion from landfills through successful initiation of a mixed Construction and Demolition Program, including a public/private partnership to construct a mixed recycling facility set to open in September 2006.
- Held community waste tire “amnesty” collection events in Spring Valley, Lakeside and Ramona for residents in unincorporated area of the County, exceeding the goal of two events.
- Initiated a public/private partnership to improve Organics management in the County and promoted composting through community presentations in 10 communities and distribution of 1,000 compost bins. Helped East County’s Water Conservation Garden at Cuyamaca College and Crestridge Ecological Center in Crest establish compost demonstration sites.
- As lead co-permittee, improved watershed protection and stormwater management programs throughout the San Diego region in partnership with co-permittee jurisdictions, the environmental community, and regulatory agencies, in part, by completing one Stormwater Report of Waste Discharge, which provides extensive review and analysis of existing County programs; and two Long-term Effectiveness Assessment of co-permittee stormwater programs.

**Strategic Initiative – Safe and Livable Communities**

- Awarded unprecedented \$68.5 million in Capital Improvement Program projects to enhance safety and improve traffic flow for roads in several unincorporated communities including Valley Center Road Phase 2 in Valley Center, State Route 54/94 road improvements in Spring Valley, Wildcat Canyon Road in Lakeside, Stage Coach Lane improvements in Fallbrook, guardrail improvements across the County, Collier Way Bridge over Harbison Canyon Creek in Harbison Canyon, Ramona Drive sidewalks in Valle De Oro, Mission Road improvements in Fallbrook, Los Coches Road improvements in Lakeside, and Kenwood Drive in Spring Valley. 14<sup>th</sup> at Hwy 67, Hanson Lane and Tavern Road will be constructed in Fiscal Year 2006-07.
- Reinvested in County’s road infrastructure by implementing \$7.4 million in road resurfacing treatments for 39 miles of County roads exceeding the goal of 35 miles.





- Saved motorists unnecessary daily traffic delays, and helped decrease air pollution from vehicle exhaust, by interconnecting 29 signalized intersections.
- Awarded \$8.7 million in Airport Capital Improvement Program projects for infrastructure reinvestment and improvements at County Airports, including a runway safety area and detention basin at McClellan Palomar Airport, meeting the goal of two projects. Implemented 100% of Gillespie Field Master Plan, which optimizes use of Airport land.
- Invested \$4.5 million in major maintenance projects to maintain the integrity of wastewater facilities.
- Protected lives and property after 2005 winter rainstorms by designing and constructing 11 flood control projects and 35 road projects totaling \$12 million to repair storm damage and erosion.
- Activated 20 permanent Real Time Global Positioning Stations (GPS) in partnership with California Spatial Reference Center, Scripps Institute of Oceanography, and Plate Boundary Observatory. Scientists will use these stations for studying movements in the Earth's crust, and surveyors will have real time positional data through wireless Internet.
- Developed Capital Improvement Program for initial TransNet transportation 40-year funding extension plan revenues.
- Completed a Debris Removal and Recycling Program Report detailing efforts after the Cedar and Paradise Fires, which is being used as a case study by the California Integrated Waste Management Board and the Federal Environmental Protection Agency; drafted a Disaster Debris Removal Plan and associated Ordinance to streamline future disaster relief efforts
- Established cartography express counter service for walk-in customers, such as dropping off or picking up maps/plans and payment of fees/deposits, resulting in less wait time.
- Supported Department of Planning and Land Use dead and dying tree removals utilizing 100% of \$7.8 million grant to provide adequate evacuation corridors.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Enhance safety for 10 schools (11% of total) in the unincorporated area by analyzing, identifying, and implementing school zone improvements (examples include new signage, striping, parking layout, etc.) for pedestrians, bicyclists, buses, and automobiles.
- Ensure all school developments, as well as new developments near schools, include pedestrian facilities such as sidewalks and pathways, as well as other traffic safety features, to enhance safe routes to schools and begin construction on five projects to provide Safe Routes to School.
- Conduct 95 presentations on watersheds and water quality to school children at 40% of unincorporated County K-6 schools – as a long-term strategy for achieving positive behavioral changes.
- Promote recycling and composting at a minimum of 45 (50% of total) County schools to teach practices to sustain and expand these efforts; and support schools in implementing and/or sustaining their recycling programs.
- Encourage interest in aviation through at least six tours and presentations at County Airports, and actively participating in events such as Wings Over Gillespie, Fallbrook Avocado Festival, and Ramona Air Show, the largest County-sponsored event with 20,000 people in attendance.



**Strategic Initiative – The Environment**

- Enhance water quality by removing non-native vegetation, including arrundo, along headwaters of the Tijuana River and converting Brookside Creek to a natural watercourse.
- Conduct 240 site investigations (20% increase). These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- Sweep roads regularly (10,000 miles of sweeping) and clear debris (20,000 cubic yards) to keep road debris out of waterways.
- Establish at least eight acres of habitat restoration and creation as part of the Fiscal Year 2006-07 Capital Improvement Program.
- Sell energy generated through new microturbines at Jamacha Landfill to Otay Water District. Analyze feasibility of installing similar microturbines at Bonsall Landfill.
- Hold at least two community waste tire “amnesty” collection events.

**Strategic Initiative – Safe and Livable Communities**

- Enhance safety and improve traffic flow in County communities by initiating construction of seven Capital Improvement Program projects.
- Enhance flood control by updating four Drainage Master Plans (40% of County’s special drainage areas) serving various communities throughout the county.
- Enhance safety and convenience for the flying public through construction of a new vehicle parking lot and a runway safety area (Phase 2) at McClellan Palomar Airport.
- Improve Capital Improvement Project delivery by establishing new project management design tracking and monitoring procedures.

- Enhance online roads research capability by creating an accurate Geographical Information System County maintained roads layer with 75% completed in Fiscal Year 2006-07.

**Changes from 2005-06 Adopted**

Proposes an increase of 9.00 staff years and transfers between divisions to meet operational needs.

- Increase of 5.00 staff years (Road Fund) for anticipated workload associated with increasing volume of Capital Projects.
- Increase of 3.00 staff years for increased inspections, monitoring, outreach, complaint investigations, and enforcement in the Watershed Protection Program.
- A net of 1.00 new staff year to accommodate State recycling requirements in Inactive Waste.

**Expenditures**

Proposes a net decrease of \$20.0 million.

- \$2.0 million increase in Salaries and Benefits due to cost of additional staff years and an allowance for anticipated cost of living adjustments
- \$16.8 million net decrease in Services and Supplies due to the cessation of grant funded programs in DPW for tree removal related to Firestorm 2003.
- \$1.0 million increase in Other Charges based on projected purchases of right-of-way.
- \$7.2 million decrease in Capital Assets/Land Acquisition based on the completion of one-time projects
- \$0.7 million increase in Capital Assets Equipment for replacement of vehicles
- \$0.3 million increase in Operating Transfers Out.

**Revenues**

Proposes a net decrease of \$20.0 million largely due to decreased federal grant funding.



- \$1.6 million increase in Property and Other Taxes due to increased TransNet funding for Detailed Work Program.
- \$0.3 million increase in Revenue from Use of Money and Property from Airports rents and concessions.
- \$16.4 million decrease in Intergovernmental Revenues due to cessation of grant funded programs in DPW for tree removal related to Firestorm 2003.
- \$2.1 million increase in Charges Current Services due to increases in Sewer Services charges and Service to Property Owners.
- \$3.4 million proposed decrease in Miscellaneous Revenue due to one-time reimbursement for various projects and unpredictability of miscellaneous revenue.
- \$0.5 million proposed increase in Other Financing Sources due to increases in Proceeds Long Term Debt and Operating Transfers from various funds.
- \$6.6 million decrease in Fund Balance due to the completion of one-time projects.
- \$1.7 million to General Revenue to fund additional staffing and increased services and supplies costs in the Watershed Protection Program.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Identify school zone circulation improvements at existing schools for pedestrians, bicyclists, buses and automobiles (# of schools)	10 10%	10 10%	12 12%	10 10%	10 10%
Ensure new school developments and new developments near schools include pedestrian facilities and traffic safety features to enhance safe routes to schools. (% of developments) <sup>1</sup>	N/A	N/A	N/A	100%	100%
Protect water quality through DPW Roads/ Drainage waste/debris removal (cubic yards removed)	42,000 <sup>2</sup>	20,000	49,000 <sup>2</sup>	20,000	20,000
Assure erosion control measures are utilized at new construction sites (% of construction sites with erosion control measures in use)	100%	100%	100%	100%	100%
County roads resurfaced to maintain infrastructure (# miles of road) <sup>3</sup>	100 5%	35 <sup>4</sup> 2%	39 2%	N/A	N/A
Construct Capital Improvement Projects in County communities and near schools that enhance safety and improve traffic flow (# of CIP projects)	12	12	12	12	12

<sup>1</sup> This is a new performance measure. Traffic-safe school zones are one of DPW's top priorities.

<sup>2</sup> Fiscal Year 2004-05 and 2005-06 debris volume were unusually high due to winter storm activity

<sup>3</sup> This measure is being deleted as of Fiscal Year 2006-07 as the department continues to develop measures that are outcome oriented.

<sup>4</sup> Fiscal Year 2005-06 had higher percentage of overlay treatments as opposed to chip seals, slurry seals, etc. Overlays are more expensive and involve fewer miles of roads.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Transportation Program	204.00	204.00	205.00	0.49	205.00
Land Development Program	102.00	103.00	104.00	0.97	104.00
Engineering Services Program	68.00	57.00	62.00	8.77	62.00
Solid Waste Management Program	18.00	18.00	18.00	0.00	18.00
Management Services Program	41.00	50.00	50.00	0.00	50.00
General Fund Activities Program	24.00	23.00	26.00	13.04	26.00
Airports Program	32.00	32.00	32.00	0.00	32.00
Wastewater Management Program	39.00	39.00	38.00	(2.56)	38.00
Total	528.00	526.00	535.00	1.71	535.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Transportation Program	\$ 26,076,689	\$ 27,784,312	\$ 28,062,744	1.00	\$ 28,590,899
Land Development Program	13,574,659	14,738,086	15,063,053	2.20	15,378,345
Engineering Services Program	41,817,223	34,862,137	38,955,632	11.74	36,314,633
Solid Waste Management Program	14,655,135	14,605,092	13,005,907	(10.95)	13,063,719
Management Services Program	7,531,523	8,709,234	9,462,772	8.65	9,648,894
General Fund Activities Program	15,171,184	23,865,723	7,416,597	(68.92)	7,098,825
Airports Program	12,286,752	15,831,253	12,829,394	(18.96)	9,237,459
Wastewater Management Program	5,253,294	5,409,499	5,479,837	1.30	5,417,890
Sanitation Districts	28,333,551	26,036,155	23,421,761	(10.04)	20,842,988
Flood Control	5,319,084	5,834,445	4,952,445	(15.12)	4,952,445
County Service Areas	10,444,434	9,951,163	8,514,431	(14.44)	8,514,431
Equipment ISF Program	7,344,385	8,265,001	8,709,664	5.38	8,634,664
Total	\$ 187,807,913	\$ 195,892,100	\$ 175,874,237	(10.22)	\$ 167,695,192



Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 49,528,137	\$ 51,074,129	\$ 53,044,961	3.86	\$ 54,678,765
Services & Supplies	110,962,795	121,308,705	104,522,720	(13.84)	101,877,231
Other Charges	13,423,496	4,492,121	5,503,530	22.52	4,972,071
Capital Assets/Land Acquisition	8,546,162	14,146,210	6,911,950	(51.14)	909,142
Capital Assets Equipment	3,957,255	2,863,975	3,523,724	23.04	3,415,724
Reserve/Designation Increase	—	877,700	976,200	11.22	863,376
Operating Transfers Out	1,390,068	1,129,260	1,391,152	23.19	978,883
<b>Total</b>	<b>\$ 187,807,913</b>	<b>\$ 195,892,100</b>	<b>\$ 175,874,237</b>	<b>(10.22)</b>	<b>\$ 167,695,192</b>

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Reserve/Designation Decreases	\$ 1,723,495	\$ 1,560,500	\$ 1,605,080	2.86	\$ 1,116,300
Fund Balance	22,902,883	18,141,032	11,501,155	(36.60)	9,408,210
Taxes Current Property	3,806,403	3,889,300	4,331,102	11.36	4,331,102
Taxes Other Than Current Secured	21,427,462	9,769,200	10,939,075	11.98	8,232,380
Licenses Permits & Franchises	128,036	130,250	202,250	55.28	202,250
Fines, Forfeitures & Penalties	36,011	36,011	36,000	(0.03)	36,000
Revenue From Use of Money & Property	15,161,633	15,099,559	15,426,286	2.16	15,436,286
Intergovernmental Revenues	58,399,944	79,477,675	63,114,859	(20.59)	60,239,573
Charges For Current Services	44,511,713	46,858,495	48,954,323	4.47	48,957,973
Miscellaneous Revenues	15,082,050	15,469,521	12,049,737	(22.11)	12,346,163
Other Financing Sources	1,896,420	1,221,560	1,733,152	41.88	1,320,883
General Revenue Allocation	2,731,863	4,238,997	5,981,218	41.10	6,068,072
<b>Total</b>	<b>\$ 187,807,913</b>	<b>\$ 195,892,100</b>	<b>\$ 175,874,237</b>	<b>(10.22)</b>	<b>\$ 167,695,192</b>

# Community Services Group

## Community Services Group

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**Community Services Group Summary & Executive Office**

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**Animal Services**

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**County Library**

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**General Services**

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**Housing & Community Development**

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**Purchasing and Contracting**

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**County of San Diego Redevelopment Agency**

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**Registrar of Voters**

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# Community Services Group Summary & Executive Office

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## Group Description

The Community Services Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County Redevelopment Agency. These six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing & Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection and sheltering; 32 branch libraries and two bookmobiles with collections and programs, housing assistance such as rental and first time buyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities such as historic buildings, correctional centers and office buildings, major maintenance projects, capital improvement planning, fleet management, Countywide contracting oversight and procurement, and energy usage management.

## Mission Statement

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

## 2005-06 Accomplishments

The Community Services Group responded to demand for services from internal and external customers:

- Responding to public demand for fair and transparent elections, the Registrar of Voters successfully conducted five elections, providing access to polls to all voters and voting information in four languages.
- The Department of Animal Services participated in two major animal rescue efforts, Hurricane Katrina dog rescue and reunification with owners and the Border Puppy Task Force, a multi-agency effort that rescued unhealthy and under-aged puppies being smuggled into the County.
- The County Library opened two new libraries in Bonita-Sunnyside and Campo-Morena and expanded programs in its diverse communities. Some examples are Teen Councils, library cards for foster children, and Noche de la Familia.
- The Housing and Community Department provided housing assistance to 10,800 families and conducted inspections for federal quality standards and fraud reviews. Federal community development programs supplied funding for improvements in parks, senior centers, and affordable housing projects.
- The Gillespie Field Project Area of the County Redevelopment Agency issued tax-exempt bonds to repay and restructure debt, providing funds for airport capital projects.
- The Department of General Services' (DGS) bought, sold, and developed land and improvements to protect the public land and buildings entrusted to their care. New office buildings completed include those for the Air Pollution Control District and the Assessor/Recorder/County Clerk. DGS purchased 344 acres of open space for the Multiple Species Conservation Program, managed the initial design phase of the new Medical Examiner/County Veterinarian offices and laboratory, and coordinated the Request For Proposal (RFP) process for the County Operations Center Annex property.



- The Department of General Services implemented a number of cost- and energy-saving measures in its operation of County vehicles, including the acquisition of hybrid vehicles, an automated fuel system with radio frequency activation, and a pilot program for vehicle management, with maintenance notification, Global Positioning System location, mileage, and other operating metrics.
- The Department of Purchasing and Contracting outsourced its print and records production functions to two experienced vendors, resulting in lower costs and faster service. The Department also assisted in the process of re-competing the Information Technology (IT) contract, resulting in a new provider, an initial contract term of seven years, and contract value of \$667.0 million.

### 2006-08 Group Objectives

The Community Services Group Objectives that support the Strategic Initiatives reflect our departments' diverse activities as well as their unified commitment to customer service. Our departments collectively support all Strategic Initiatives and their efforts are detailed in subsequent sections. The examples that follow demonstrate how individual departments' objectives interrelate and conjoin to form two Group objectives for the next two years.

One of the Objectives of the Safe and Livable Communities Initiative is to expand access to information resources for all residents. We provide several channels of information resources in the Community Services Group and are committed to the timely, accurate and meaningful flow of information throughout San Diego County.

- Information and access to information is at the center of the County Library's mission and a key element of its planning and marketing. The Library plans to expand its collections, languages, and formats in response to

input from 32 community forums. Acquisition of specialized materials will be expanded by 10% by Fiscal Year 2007-08.

- The Housing and Community Development Department will conduct 10 Community Revitalization Committee meetings annually to bring their clients together to improve and stimulate involvement.
- The Registrar of Voters will continue to respond to media and residents' demand for prompt election information by providing election results using a variety of channels, and has a goal of 73% of precincts tallied by 11:30pm on Election Night.
- In an outreach to target businesses with employees who may be in contact with dogs, the Department of Animal Services plans to provide at least 20 seminars on dog bite prevention.

Maintenance of Essential Infrastructure is one of the Required Disciplines of the Strategic Plan, ensuring the basic facilities and physical resources necessary for superior service delivery. The Community Services Group maintains County real property as safe, healthy work environments where the public and staff conduct business.

- This Operational Plan includes funding of \$80.0 million for the construction of a new office and laboratory facility at the County Operations Center to be shared by the Medical Examiner and the County Veterinarian.
- The development community responded to a solicitation to redevelop the County Operations Center and Annex. In Fiscal Year 2006-07, staff will evaluate the proposals and forward a recommendation to the Board for consideration.
- The annual Major Maintenance Implementation Plan identifies projects that are necessary to preserve and extend the useful life of County facilities. Improvements of \$17.2 million are proposed for Fiscal Year 2006-07.



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**Executive Office Changes from 2005-06  
Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes a net increase of \$3.0 million.

- Increase of \$3.3 million in Services and Supplies for one-time projects related to the management and maintenance of County real estate and Documentum, the County's enterprise records management system.
- Increase of \$0.3 million for the Registrar of Voters Reserve Designation to fund the low-revenue year associated with the Primary Election in Fiscal Year 2007-08.
- Decrease of \$0.6 million in Management Reserves. These reserves are maintained to fund specific future costs and as a contingency to mitigate operational risks. Due to the establishment of the Registrar of Voters

Reserve Designation and one-time projects that are expected to be completed during Fiscal Year 2006-07, fewer reserves in this category are required.

**Revenues**

Proposes an increase of \$3.0 million.

- Increase of \$0.2 million in Charges for Current Services reflecting the cost of management oversight of special fund departments
- Net increase of \$2.8 million in Fund Balance. General Fund resources provided an increase of \$3.7 million for one-time projects. Group fund balance decreased \$0.9 million due to reduced need for Management Reserves and Group funding for one-time projects.

**Significant Changes in Fiscal Year 2007-08**

Projects a decrease of \$3.7 million due to one-time funding that was budgeted in Fiscal Year 2006-07 and is not projected for Fiscal Year 2007-08.



## Community Services Group Summary & Executive Office

### Staffing by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Community Services Group Executive Office	8.00	9.00	9.00	0.00	9.00
Animal Services	119.00	119.00	123.00	3.36	123.00
County Library	287.50	290.00	292.00	0.69	308.00
General Services	325.75	330.00	332.00	0.61	332.00
Housing & Community Development	121.00	103.00	103.00	0.00	103.00
Purchasing and Contracting	75.00	75.00	55.00	(26.67)	55.00
Registrar of Voters	50.00	53.00	60.00	13.21	60.00
<b>Total</b>	<b>986.25</b>	<b>979.00</b>	<b>974.00</b>	<b>(0.51)</b>	<b>990.00</b>

### Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Community Services Group Executive Office	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069
Animal Services	10,822,770	11,057,081	11,958,845	8.16	12,259,101
County Library	28,802,140	31,018,468	37,579,478	21.15	34,104,323
General Services	116,667,468	121,966,177	130,850,700	7.28	131,581,794
Housing & Community Development	41,073,285	35,630,575	36,292,772	1.86	36,628,482
Purchasing and Contracting	9,177,430	9,188,449	7,635,643	(16.90)	7,451,424
County of San Diego Redevelopment Agency	9,720,524	6,715,139	5,507,802	(17.98)	5,369,603
Registrar of Voters	9,294,418	14,013,054	15,530,775	10.83	14,781,372
<b>Total</b>	<b>\$ 231,205,395</b>	<b>\$ 236,482,333</b>	<b>\$ 255,249,943</b>	<b>7.94</b>	<b>\$ 248,349,168</b>



## Community Services Group Summary & Executive Office

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Community Services Executive Office	8.00	9.00	9.00	0.00	9.00
Total	8.00	9.00	9.00	0.00	9.00

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Community Services Executive Office	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069
Total	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 1,095,374	\$ 1,326,584	\$ 1,370,660	3.32	\$ 1,400,502
Services & Supplies	1,860,744	1,717,203	4,996,145	190.95	2,272,567
Reserve/Designation Increase	—	—	277,123	—	—
Management Reserves	2,691,242	3,849,603	3,250,000	(15.58)	2,500,000
Total	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069

### Budget by Categories of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	3,392,940	4,030,907	6,878,435	70.64	2,895,772
Charges For Current Services	288,564	364,131	589,751	61.96	589,751
General Revenue Allocation	1,965,856	2,498,352	2,425,742	(2.91)	2,687,546
Total	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069



# Animal Services



## Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned, or lost pets each year. Nearly 30,000 animals enter the department's three shelters annually. The department provides patrol, law enforcement, sheltering, medical, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and five other cities in the region.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Completed 100% (80) of the targeted number of presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participated in the San Diego Humane Society's grade school-age education program and provided over 100% (15) of the targeted number of on-site tours at the Kroc-Copley Animal Shelter, exceeding the target of 10 tours.
- Provided 150 hours of practical hands-on training in veterinary assistance for seven Regional Occupational Program (ROP) students and four Mesa College Directed Clinical Practice students.

### Strategic Initiative – The Environment

- Established space within the new North County Animal Shelter for Project Wildlife, which they will use seasonally to care for and rehabilitate ill or injured wildlife.

### Strategic Initiative – Safe and Livable Communities

- Opened the new \$6.6 million North County Animal Shelter.

- Established a "First Response Team" comprised of nine Animal Control Officers and two Supervising Animal Control Officers who provided specialized services during fire disaster situations four times during the year.
- Provided 19 presentations on dog bite prevention for employees of San Diego Gas & Electric and the United States Postal Service for their safety.
- Participated in the Border Puppy Task Force and rescued 108 underage or unhealthy puppies that were being smuggled into the country.
- Provided care for 23 dogs rescued from Hurricane Katrina and reunited four with their owners.
- Developed a disaster-preparedness-for-pets brochure and distributed it in shelters, in County libraries and on the DAS website.

### Required Discipline – Customer Satisfaction

- Exceeded the goal of maintaining a customer satisfaction rating of 4.69 with a score of 4.7 (on a scale of 1 to 5), an all-time department high.

### Required Discipline – Continuous Improvement

- Euthanized only one (.0001%) adoptable animal out of 13,600 available animals.



- Maintained the department's Fiscal Year 2004-05 achievement of euthanizing no more than 12.9% (1,060) of all animals deemed medically or behaviorally treatable.
- Adopted or reunited with their owners 69.0% (17,050) of sheltered dogs and cats, just below the 70.6% goal.
- More than doubled the number of in-house sterilization surgeries from 525 in Fiscal Year 2004-05 to 1,212 this year thereby reducing wait times for adopters to take possession of their new pet.
- Began planning and purchased the software license for an online dog licensing program.
- Established weekly microchip, rabies vaccination, and dog licensing clinics at each regional shelter and served approximately 30 customers per week.

**Required Discipline – Essential Infrastructure**

- Re-configured the public lobby and interior office spaces of the animal shelter in Bonita to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Provide at least 80 presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participate in the County Library's "Paws, Claws, Scales, & Tales" youth reading incentive program by pledging to offer free animal adoptions to customers at random, each time children in the program achieve a goal of reading 500 books.
- Participate in the County's Young Adult Workforce Academy (YAWA) by providing work and training opportunities at the three regional animal shelters.

- Provide 150 -200 hours of practical hands-on training in veterinary assistance for Regional Occupational Program (ROP) and Mesa College Directed Clinical Practice students.

**Strategic Initiative – Safe and Livable Communities**

- Provide specialized services during disasters through the department's "First Response Team".
- Participate in a multi-agency program to monitor emerging diseases in birds that could impact other pets and possibly people.
- Provide at least 20 presentations on dog bite prevention for local area companies such as San Diego Gas & Electric and the United States Postal Service for their employee's safety.

**Required Discipline – Customer Satisfaction**

- Achieve a 4.7 or better satisfaction rating (on a scale of 1 to 5).

**Required Discipline – Continuous Improvement**

- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Achieve an overall 70.6% "save" rate of shelter dogs and cats through adoptions and pets reuniting with their owners.
- Increase the number of in-house sterilization surgeries by 10% (121) to reduce or eliminate wait times for adopters to take possession of their new pet.
- Revise the informational packet provided to cat and dog adopters to promote placements and reduce the number of animals returned to the shelter.
- Establish the "Free Senior Pet Adoption" program which will offer a free senior pet to senior citizens to benefit older pets and people.
- Implement on-line dog licensing.





- Ensure that all animals with a significant illness or injury are examined and treated as necessary by medical staff within 12 hours of impound.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Provide Legal & Ethical training to all department employees.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 4.00 staff years.

- Increase of 3.00 staff years for Animal Care Attendants to maintain a high level of animal care services and reduce wait times for adoptions.
- Increase of 1.00 staff year for a Veterinarian to maintain prompt medical services to increase adoptions and avoid euthanasia of healthy and reasonably well-adjusted animals.

**Expenditures**

Proposes an increase of \$0.9 million.

- Salaries and Benefits increase of \$0.6 million due to the increase of 4.00 staff years and an allowance for anticipated cost of living adjustments.
- Services and Supplies increase of \$0.3 million related to Internal Service Funds (ISF) Facilities, Automotive Fuel, and other operational expenses.

**Revenues**

Proposes an increase of \$0.9 million.

- Charges for Current Services from other government agencies increase of \$0.5 million based upon amounts calculated with the approved cost sharing methodology in six contract cities.
- General Revenue Allocation increase of \$0.4 million due to increases related to the addition of 4.00 staff years and other increased expenditures and an increase in the County's share of total expenses as calculated with the approved cost sharing methodology with contract cities.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Percentage of sheltered dogs and cats either adopted or reunited with owners	70.6%	70.6%	69.0%	70.6%	70.6%
Percentage of on-time patrol response <sup>1</sup>	94%	94%	94%	94%	94%
Percentage of adoptable shelter animals euthanized	0%	0%	0%	0%	0%
Percentage of treatable shelter animals euthanized	12.9%	12.9%	12.9%	12.9%	12.9%
Customer Satisfaction Rating (Scoring 1-5) 2,3	4.69	4.69	4.70	4.70	4.70

<sup>1</sup> Patrol time response standards, varying by urgency of call, are established by contract with client cities.

<sup>2</sup> Scale of 1-5, with 5 being "Excellent".

<sup>3</sup> Customer Satisfaction Rating Measurements revised effective Fiscal Year 2006-07.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Animal Services	119.00	119.00	123.00	3.36	123.00
Total	119.00	119.00	123.00	3.36	123.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Animal Services	\$ 10,822,770	\$ 11,057,081	\$ 11,958,845	8.16	\$ 12,259,101
Total	\$ 10,822,770	\$ 11,057,081	\$ 11,958,845	8.16	\$ 12,259,101

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 8,014,107	\$ 8,185,162	\$ 8,794,745	7.45	\$ 9,081,675
Services & Supplies	2,808,663	2,871,919	3,164,100	10.17	3,177,426
Total	\$ 10,822,770	\$ 11,057,081	\$ 11,958,845	8.16	\$ 12,259,101

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Licenses Permits & Franchises	\$ 2,220,900	\$ 2,121,900	\$ 2,121,900	0.00	\$ 2,121,900
Fines, Forfeitures & Penalties	9,000	13,000	13,000	0.00	13,000
Charges For Current Services	6,783,576	6,886,475	7,382,108	7.20	7,683,168
Miscellaneous Revenues	19,567	35,100	35,100	0.00	35,100
General Revenue Allocation	1,789,727	2,000,606	2,406,737	20.30	2,405,933
Total	\$ 10,822,770	\$ 11,057,081	\$ 11,958,845	8.16	\$ 12,259,101



# County Library



## Department Description

The County Library provides services at 32 branch libraries and two mobile libraries. Library services include providing information in print, non-print, and online formats for lifelong learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Increased the 2004 youth summer reading enrollment by 211% (from 8,759 to 18,523) in 2005 by involving parents and caregivers in library-sponsored literacy activities.
- Implemented library cards for 159 foster children and foster parents to enhance reading among foster youth. The goal of 300 was not met due to delays in implementation and lower than expected turn-out for foster youth-oriented programs.
- Applied for a State grant to develop a “Homework on Wheels” mobile unit to reach children unable to utilize in-branch homework help services.
- Established 16 Teen Councils at branch libraries to actively promote reading, lifelong learning, community participation, and support of libraries among teens.

### Strategic Initiative – The Environment

- Raised awareness of environmental science in the lives of children and families through community partnerships in San Diego County by providing six programs and disseminating promotional materials.
- Completed installation of wetlands conservation garden at the new Bonita-Sunnyside Branch Library.
- Expanded the Library Recycling Program to all branches.

### Strategic Initiative – Safe and Livable Communities

- Completed a system-wide Library Strategic Plan; now in the implementation process.
- Maximized jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a One-Stop Career Center at both the new Bonita-Sunnyside Branch Library and the Spring Valley Branch Library.
- Created a draft marketing plan that aligns with the Library’s Strategic Plan and addresses community outreach.
- Workers’ compensation costs increased by an estimated 68% and workplace injury reports increased by an estimated 62% over Fiscal Year 2004-05. The goal of reducing injuries and costs by 5% was not met. This increase will be mitigated through increased automation



and additional ergonomic training. Installation of all recommended ergonomic equipment is expected by June 2006.

- Implemented reservation and timeout software on 244 public Internet computers. The objective of 300 computers was not met due to software engineering problems that have since been resolved.
- Provided e-mail notifications to customers when reserve materials were ready to pick up at their branch library, reducing the cost of postage by nearly 25% (from \$66,432 to \$50,100), far exceeding the goal of a 5% reduction in costs.
- Completed construction of the Bonita-Sunnyside and Campo-Morena Village branch libraries by Fall 2005.
- The developer-funded library for 4S Ranch was delayed by the developer until Fiscal Year 2007-08.
- Incorporated relevant, cultural, and ethnic programming as a major component of the opening festivities of new branch libraries.
- Reconfiguration of the El Cajon branch to utilize a “marketplace” mode to provide greater self-service in a customer-friendly, bookstore-like environment was delayed to incorporate planning for increased efficiencies in customer self-service through use of Radio Frequency Identification Devices (RFID), a tag that can be attached to all library materials to identify the specific item, enhance inventory management, and automate handling and check-out of library materials.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Increase the 2005 youth summer reading enrollment by 10% (from 18,523 to 20,375) in 2006 by involving parents and caregivers in library-sponsored literacy activities.

- Increase the number of baby story-times by 33% (from 6 to 8 per month).
- Establish a total of 20 Teen Councils in branch libraries by June 2007 (an increase from 16 in Fiscal Year 2005-06).

**Strategic Initiative – The Environment**

- Raise awareness of environmental science in the lives of children and families through community partnerships in San Diego County by presenting six environmental programs in Fiscal Year 2006-07 and eight programs in Fiscal Year 2007-08.
- Increase the number of library forms accessible electronically by 54% by June 2007 (from 39 to 60).
- Assess lighting efficiency at 12 additional branches by June 2007.

**Strategic Initiative – Safe and Livable Communities**

- Create a final marketing plan that aligns with the Library’s Strategic Plan and addresses community outreach.
- Expand access to materials in appropriate languages, topics, and formats for the library patrons by developing a baseline for acquisition of these specialized materials in Fiscal Year 2006-07 and increasing acquisition levels by 10% in Fiscal Year 2007-08.
- Implement the North County Literacy Program and enroll 100 members of the public in the program.
- Reduce workplace injuries and workers’ compensation costs by 5% (injuries from 34 to 32 and costs from \$145,600 to \$138,200).
- Implement reservation and timeout software on the remaining public Internet computers, ensuring that customers can receive access in a fair and efficient manner.



- Expand e-mail notifications to customers when reserve materials are ready to pick up at their branch library by encouraging patrons to submit their e-mail addresses, reducing the cost of postage by more than 5% (from \$50,100 to \$47,600).
- Open the new 4S Ranch Branch Library in Fiscal Year 2007-08. The expected completion date is Fall 2007.
- Open the new Encinitas Branch Library. The City of Encinitas has broken ground for a replacement library; the expected project completion date is late 2007.
- Incorporate relevant, cultural, and ethnic programming as a major component of the opening festivities for two new branch libraries.
- Increase access to library services by opening for Sunday hours in five branch libraries.

### Changes from 2005-06 Adopted

#### Staffing

Staffing is proposed to increase by 2.00 staff years in Fiscal Year 2006-07.

- Increase of 2.00 staff years to provide Literacy Services in the North County.

#### Expenditures

Expenditures are proposed to increase by \$6.6 million.

- Salaries and Benefits increase of \$0.9 million due to an allowance for negotiated or anticipated cost of living adjustments and increased staffing for the North County Literacy program.

- Services and Supplies increase of \$6.0 million due to one-time costs to increase efficiency of library operations, fund needed maintenance, and increase library materials
- Capital Assets Equipment decrease of \$0.3 million to adjust to current needs.

#### Revenues

Revenues are proposed to increase by \$6.6 million, primarily due to increases in assessed valuation of real property and increased use of available fund balance.

- \$2.4 million increase in Taxes Current Property, primarily due to increases in assessed valuation of real property.
- \$0.5 million increase in Taxes Other Than Current Secured, primarily due to increases in assessed valuation of real property.
- \$0.1 million increase in Intergovernmental Revenues due to increased State allocations.
- \$4.3 million increase in use of available Fund Balance to fund one-time critical automation projects.
- \$0.1 million decrease in Fines, Forfeitures & Penalties, Revenue from Use of Money & Property, and Miscellaneous Revenues to align budgeted levels with prior year actuals.
- \$0.6 million decrease in Charges For Current Services to align budgeted levels with actual revenues from prior years.

#### Significant Changes in Fiscal Year 2007-08

Staffing is proposed to increase by 16.00 staff years to staff new branch libraries in the 4S Ranch community and the City of Encinitas.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Library Hours Open <sup>1</sup>	74,228	74,883	74,302	75,923	80,300
Annual Average Circulation per Item <sup>2</sup>	2.51	3.0	2.61	3.25	3.25
Circulation/Subscription Database Usage per Capita <sup>3</sup>	5.5	5.7	7.14	N/A	N/A
Specialty Subscription Database Usage per Capita <sup>4</sup>	N/A	N/A	1.17	1.20	1.25
Use of San Diego County Library (SDCL) Virtual Library Services per Capita <sup>4</sup>	N/A	N/A	5.97	6.10	6.15
Customer Satisfaction Rating <sup>5</sup>	4.7	4.75	4.75	4.75	4.75
Average Satisfaction of Attendees at Programs Designed to Meet the Diverse Needs of San Diego County <sup>6</sup>	N/A	4.5	4.6	4.6	4.6

<sup>1</sup> Library Hours Open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2005-06 Estimated Actual Library Hours Open is less than Adopted levels due to the move of two branch libraries, power outages, and insect infestations.

<sup>2</sup> Annual Average Circulation per Item represents how relevant our materials are to our customers. A higher level of circulation means that the materials are what our customers want in the collection. The Fiscal Year 2005-06 Estimated Actual Annual Average Circulation per Item is less than Adopted levels because of implementing a calculation for this measure that meets national standards for libraries and allows comparison with other libraries.

<sup>3</sup> This measure is being replaced with two measures that meet nationally standardized measures that allow comparison of SDCL with peer libraries in other areas. These measures will be Specialty Subscription Database Usage per Capita and Use of SDCL Virtual Library Services.

<sup>4</sup> Specialty Subscription Database Usage per Capita and Use of SDCL Virtual Library Services represent the penetration of Virtual Library Services in the community. Growth in these measures indicate that more people are using more virtual library resources. Specialty Subscription Database Usage per Capita measures the usage of premium databases that are not available on the general Internet by Library patrons. Use of SDCL Virtual Library Services per Capita measures the use of E-Books, Audio downloads, and catalog web hits by library patrons.

<sup>5</sup> On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer Satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.





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<sup>6</sup> On a scale of 1 to 5, with 5 being the highest level of satisfaction. High Satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Library Operations and Administration	18.50	19.00	21.00	10.53	21.00
Library Professional & Technical Support Service	47.50	48.25	50.50	4.66	50.50
Library Branch Operations	221.50	222.75	220.50	(1.01)	236.50
Total	287.50	290.00	292.00	0.69	308.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Library Operations and Administration	\$ 3,102,906	\$ 4,145,316	\$ 4,174,335	0.70	\$ 4,153,493
Library Professional & Technical Support Service	6,618,029	5,558,783	15,322,590	175.65	11,013,629
Library Branch Operations	19,081,205	21,314,369	18,082,553	(15.16)	18,937,201
Total	\$ 28,802,140	\$ 31,018,468	\$ 37,579,478	21.15	\$ 34,104,323

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 17,319,919	\$ 18,210,653	\$ 19,100,384	4.89	\$ 19,892,585
Services & Supplies	11,482,221	12,477,815	18,479,094	48.10	14,211,738
Capital Assets Equipment	—	330,000	—	(100.00)	—
Total	\$ 28,802,140	\$ 31,018,468	\$ 37,579,478	21.15	\$ 34,104,323



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 488,000	\$ 730,000	\$ 5,000,000	584.93	\$ 750,000
Taxes Current Property	20,784,012	22,856,304	25,225,903	10.37	25,741,787
Taxes Other Than Current Secured	583,171	708,722	1,190,675	68.00	1,221,895
Fines, Forfeitures & Penalties	—	—	(18,835)	—	(19,400)
Revenue From Use of Money & Property	187,600	199,000	184,935	(7.07)	175,481
Intergovernmental Revenues	1,001,829	722,000	821,626	13.80	846,274
Charges For Current Services	1,613,528	1,658,442	1,076,719	(35.08)	1,233,092
Miscellaneous Revenues	594,000	594,000	548,455	(7.67)	605,194
Other Financing Sources	3,550,000	3,550,000	3,550,000	0.00	3,550,000
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 28,802,140	\$ 31,018,468	\$ 37,579,478	21.15	\$ 34,104,323



# 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, Project Management, Real Estate Services, and Fleet Management. All services are provided through Internal Service Funds (ISF). An Internal Service Fund operates on a business-like model, directly billing customer departments for the cost of services.

## Mission Statement

To provide cost-effective, efficient, high quality, and timely support services to County departments, groups, and agencies.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- The land purchase for Lakeside Sports Complex is in process. The Lakeside Sports Complex easement access purchase negotiations were ongoing during Fiscal Year 2005-06, but were slowed due to land-swap proposals made by an adjoining owner. Negotiations will continue in Fiscal Year 2006-07 to obtain easement access.
- Renegotiated the lease for Health and Human Services Agency and the District Attorney Welfare Fraud unit in Kearny Mesa.
- Provided safe and healthy living environments for children through major maintenance projects at County facilities serving children. Implemented various projects at San Pasqual Academy and Polinsky Center.
- Assisted with the evaluation and monitoring of grant projects to improve the learning and development of children ages 0-5 for the First Five Commission Capital Improvement Program and projects at County Libraries.
- Completed 95% of the design on new dormitory at San Pasqual Academy, just short of 100% target.

- Completed the Bonita-Sunnyside and Campo-Morena Village Libraries. The Spring Valley Gym and Teen Center was partially delayed because of problems securing the Division of the State Architects' approval of the structural steel plans. The plans have been approved for the project to proceed.

### Strategic Initiative – The Environment

- The transfer of the first phase of the County's Camp Lockett property in Campo to the State of California for the Buffalo Soldiers' Historic Park was not completed. The property will be a County park as an interim measure, pending resolution of hazardous materials issues and State funding, both necessary for the State to take title.
- The sale of a 15-acre Open Space Easement to the City of National City was deferred to Fiscal Year 2006-07 to allow time for National City to complete the amendment to the General Plan and required environmental findings.
- Completed initial phases of the Ramona Intergenerational Community Campus Master Plan and environmental assessment.
- Sold 0.53 acres of surplus land to the City of National City for the Plaza Bonita Expansion.
- Selected lessee and completed lease of 128-acre organic farming parcel in the Tijuana River Valley Regional Park.



- Completed Request for Proposals (RFP) solicitation and selected Am-Sod for sod farming lease on 65 acres in the Tijuana River Valley Regional Park.
- Completed RFP solicitation to select Master Operator/ Developer for Heritage Park.
- Completed initial master planning for 79 acres of Edgemoor property within floodway of San Diego River, Santee.
- Reviewed the option of reducing miles driven and overall vehicle fleet through consolidation of mail operations throughout the County.
- Enhanced best management practices for stormwater control at all County facilities through inspections of sites most likely to develop critical stormwater issues.
- Filed two additional State grant applications to fund expanding stormwater treatment upgrades at major County facilities.
- Purchased 36,000 square foot building in Scripps Ranch for Air Pollution Control District as replacement for their 31,000 square foot leased space in Kearny Mesa.
- Supported Department of Parks and Recreation in the acquisition of 344 acres of additional open space for the Multiple Species Conservation Program (MSCP).
- Completed the installation of 35 diesel particulate traps on County heavy-duty trucks to improve air quality.
- Acquired 35 additional fuel-efficient, low emissions hybrid vehicles per County Board of Supervisors Policy H-2 (Fleet Vehicle Acquisition Policy).
- Completed all required emissions inspections for County vehicles.
- Supported Department of Public Works Inactive Waste Site Management on the identification and sale or lease of surplus landfill properties.
- Purchased completed buildings from developer for Assessor/Land Use Environment Group, San Marcos project.
- Executed development agreement with Pacific Scene for the 41-acre Weld Boulevard site at Gillespie Field.
- Supported Sheriff in negotiation of additional leases needed to enhance 800 MHz system coverage.
- Sale/lease of approximately 15 acres of High Tech Overlay Zone land at the Edgemoor property was deferred to Fiscal Year 2006-07, pending final negotiation of price.
- Met monthly with the Security Committee to continue to expand the department's focus and involvement in matters affecting Facility and Campus Security issues as they relate to County operations.
- Edgemoor Skilled Nursing Facility construction was delayed due to design issues and subsurface soil conditions.
- Completed RFP solicitation process and received seven proposals for the redevelopment of the County Operations Center (COC) and the County Operations Center Annex (COC Annex) properties in Kearny Mesa.

**Strategic Initiative – Safe and Livable Communities**

- Purchased the remaining 10,000 square foot parcel to complete the Downtown (San Diego) Block acquisition and renegotiated an amendment to the lease agreement with Five Star Parking to include the acquired parcel and receive higher lease payments.

**Required Discipline – Essential Infrastructure**

- Acquired right-of-way in support of Department of Public Works' Transportation Improvement Program.
- Purchased and implemented new automated fuel system including radio-frequency (RF) activation.
- Implemented vehicle telematics project on a pilot basis that provides Global Positioning System (GPS), trip planning, vehicle diagnostics, remote emissions inspections, and accurate vehicle usage information to better manage the vehicle fleet by promoting more



timely maintenance, assuring proper emissions testing, and increasing safety by being able to identify where vehicles are in case of an emergency.

**Required Discipline –Fiscal Stability**

- Negotiations are ongoing to sell 10 acres of the 21-acre mixed-use parcel of the Edgemoor property, and will be completed in Fiscal Year 2006-07. This sale will provide revenue to the Edgemoor Development Fund.
- Completed sale of 16.08 acres in the Vista Industrial Park to Janez Properties for \$10.5 million.

**2006-08 Objectives**

**Strategic Initiative – Kids**

- Complete Spring Valley Gym and Teen Center by Summer 2007 and complete land purchase for Lakeside Sports Complex.
- Support Department of Child Support Services in relocation of approximately 45,000 square feet of office space.
- Facilitate implementation of First Five Commission Capital Improvement Program and projects at County Libraries, pending available funding.
- Provide safe and healthy living environments for children through major maintenance projects at County facilities serving children.

**Strategic Initiative – The Environment**

- Support the Department of Parks and Recreation in the acquisition of additional open space for the Multiple Species Conservation Program (MSCP).
- Seek additional State grant funding for expanding stormwater treatment upgrades at major County facilities.

- Complete stormwater grant projects, if funding is approved.
- Install \$1.0 million of photovoltaic equipment to convert solar energy to approximately 120 kilowatts of usable electricity.
- Seek energy efficiency loans from the Public Utilities Commission (PUC) for approximately \$3 million.
- Support Department of Public Works Inactive Waste Site Management on the sale or lease of surplus landfill properties.

**Strategic Initiative – Safe and Livable Communities**

- Complete transfer of first phase of County's Camp Locket property in Campo to the State of California for the Buffalo Soldiers' Historic Park, pending State funding availability and resolution of hazardous materials issues.
- Complete Edgemoor Skilled Nursing Facility, a distinct part of San Diego County Psychiatric Hospital, construction by Winter 2007-08.
- Support the Department of Public Works, Airports Division in the development and issuance of RFPs for the development of 70 acres at Gillespie Field Airport and 90 acres at Ramona Airport.
- Complete selection of Master Operator/Developer for Heritage Park and negotiate master lease agreement by December, 2006.
- Establish program within the Real Estate Services Division, Engineering Section for the Countywide vacations of streets and public services easements by July, 2006. This process allows for changes in the County's responsibility in public easements when these properties (easements) are put to new uses.



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**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 2.00 staff years to handle maintenance of a portion of the Correctional Corporation of America (CCA) (leased facility to be transferred to Sheriff), for 200 beds at the George Bailey Detention Facility.

**Expenditures**

Proposes a net increase of \$8.9 million.

- Salaries and Benefits increase of \$0.5 million due to increased staffing and an allowance for anticipated cost of living adjustments.
- Services and Supplies increase of \$8.3 million due to increased costs associated with utilities, fuel, parts and major maintenance projects.
- Operating Transfers Out increase of \$0.1 million associated with the General Fund contribution to the Department of General Services in support of Countywide general management and statutory/regulatory services provided by the Department of General Services.

**Revenues**

Proposes a net increase of \$8.9 million in direct relation to the increase in expenditures. As an Internal Service Fund (ISF) department, General Services balances revenues with expenditures:

- Revenue From Use of Money & Property increase of \$0.7 million due to interest on deposits and investments, as well as increased rents and concessions on various properties.
- Intergovernmental Revenues decrease of \$0.3 million due to a technical correction. The correct category for this revenue is Charges for Current Services in the General Fund.
- Charges For Current Services increase of \$9.0 million due to increased cost reimbursement associated with utilities, fuel, parts, and major maintenance projects.
- Miscellaneous Revenues decrease of \$0.6 million due to changes in the volume of mail processed and in the rates charged to departments.
- Other Financing Sources and General Revenue Allocation increase of \$0.1 million to fund ongoing Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management, and regulatory programs.
- The planned use of Fund Balance remains unchanged and is used to fund Fleet Management Internal Service Fund (ISF) Vehicle Acquisition purchases.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.





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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
% of fleet preventive maintenance completed	99%	97%	97%	97%	97%
% vehicle repair/maintenance completed in 3 days or less	90%	90%	95%	90%	90%
% of emergency facilities maintenance requirements responded to within 48 hours	100%	100%	100%	100%	100%
% increase in lease revenue year-to-year <sup>1</sup>	N/A	5%	5%	5%	5%
% of projects completed within estimated budget <sup>1</sup>	N/A	90%	90%	90%	90%

<sup>1</sup> These measures are new effective Fiscal Year 2005-06 to better reflect departmental performance.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Facilities Management Internal Service Fund	263.75	271.00	273.00	0.74	273.00
Fleet Management Internal Service Fund	62.00	59.00	59.00	0.00	59.00
Total	325.75	330.00	332.00	0.61	332.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Facilities Management Internal Service Fund	\$ 81,112,974	\$ 84,130,221	\$ 90,400,765	7.45	\$ 90,989,329
Fleet Management Internal Service Fund	35,417,714	36,585,956	39,144,935	6.99	39,287,465
General Fund Contribution to GS ISF's	136,780	1,250,000	1,305,000	4.40	1,305,000
Total	\$ 116,667,468	\$ 121,966,177	\$ 130,850,700	7.28	\$ 131,581,794

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 26,491,593	\$ 28,214,941	\$ 28,722,846	1.80	\$ 29,438,269
Services & Supplies	69,886,348	72,077,990	80,403,203	11.55	80,423,890
Other Charges	9,648,607	9,857,246	9,824,651	(0.33)	9,819,635
Capital Assets/Equipment	9,156,000	9,216,000	9,245,000	0.31	9,245,000
Reserves	100,000	100,000	100,000	0.00	100,000
Operating Transfers Out	1,384,920	2,500,000	2,555,000	2.20	2,555,000
Total	\$ 116,667,468	\$ 121,966,177	\$ 130,850,700	7.28	\$ 131,581,794



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 8,385,234	\$ 8,093,228	\$ 8,093,228	0.00	\$ 8,093,228
Revenue From Use of Money & Property	960,444	960,444	1,616,843	68.34	1,616,843
Intergovernmental Revenues	660,909	671,790	327,893	(51.19)	331,179
Charges For Current Services	103,767,909	107,092,647	116,117,362	8.43	116,845,170
Miscellaneous Revenues	871,272	898,068	335,374	(62.66)	335,374
Other Financing Sources	1,884,920	3,000,000	3,055,000	1.83	3,055,000
General Revenue Allocation	136,780	1,250,000	1,305,000	4.40	1,305,000
Total	\$ 116,667,468	\$ 121,966,177	\$ 130,850,700	7.28	\$ 131,581,794



# Housing and Community Development



## Department Description

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

## Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Exceeded goal of providing a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing, through housing assistance subsidies to approximately 10,800 households. Original goal was 10,700.
- Implemented Phase Two of the pilot Youth Employment Preparation Program (YEPP) by expanding mentorship and career development opportunities for nine youth participating in Rental Assistance Programs, just short of goal of 10 youth.
- Developed the framework for an Education and Job Training Scholarship Program for participants of the Family Self-Sufficiency (FSS) Program by establishing a regional coordination committee consisting of participants and service providers, creating a quarterly newsletter introducing resource information to participants and developing an FSS web page, meeting goal.

- Exceeded the goal of serving 55 FSS participants through educational and support programs by providing information and referral services for 177 FSS participants.
- Provided funding for seven public improvements that enrich children's lives, such as parks, athletic fields, and libraries. These included improvements to playgrounds, pavilions and restrooms at six parks: Live Oak, Lindo Lake, Felicita, Lincoln Acres, Jess Martin, and Valley Center Community Parks. Exceeded goal of two public improvements.

### Strategic Initiative – The Environment

- Encouraged energy efficiency in 112 restricted units of affordable housing developed with assistance from County housing programs, exceeding goal of 110 units.
- Met goal of offering the Energy-Efficient Utility Allowance to all projects meeting the threshold criteria.

### Strategic Initiative – Safe and Livable Communities

- Met goal of conducting 10 Community Revitalization Committee meetings.
- Assisted in revitalization of lower-income neighborhoods with 42 Community Development projects involving new public facilities or improvements to existing facilities, and other community revitalization activities, exceeding goal of 40.



- Ensured assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations. Verified 10,800 participants through onsite inspections, annual recertifications, and fraud reviews.
- Ensured all assisted housing meets federal housing quality standards for basic safe living conditions (hot water, working appliances, heat, glass and screens on the windows, smoke detectors, etc.) by conducting 10,800 inspections. Original goal was 10,700.
- Assisted in the development of 112 restricted safe and sanitary affordable housing units by encouraging development proposals using Affordable Housing Funds for gap financing. Original goal was 100.

### 2006-08 Objectives

#### Strategic Initiative – Kids

- Assist families to secure safe, decent, and affordable housing, through housing assistance subsidies to approximately 10,700 households annually to provide a nurturing environment for community youth.
- Provide mentorship and career development opportunities through the Youth Employment Preparation Program (YEPP) for up to five youth participating in Rental Assistance Programs annually.
- Provide information and referral services for a minimum of 274 Self-Sufficiency participants annually through educational and support programs.
- Provide funding for a minimum of four public improvements that enrich children's lives, such as parks, athletic fields, and libraries.
- Repeat the "Career Day" for YEPP participants and FSS scholarship participants. Children of department staff will also be invited to participate.

#### Strategic Initiative – The Environment

- Encourage energy efficiency in 50 restricted affordable housing units annually that are developed with assistance from County housing programs.
- Create and implement a targeted informational campaign, for approximately 10,500 Rental Assistance and Special Needs Tenant Based Rental Assistance (TBRA) participants, promoting San Diego Gas & Electric (SDG&E) energy savings programs.
- Offer the Energy-Efficient Utility Allowance to all projects meeting the threshold criteria.

#### Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization Committee meetings annually.
- Assist in revitalization of lower-income neighborhoods with at least 33 Community Development projects involving new public facilities or improvements to existing facilities annually.
- Ensure assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations.
- Ensure all assisted housing meets federal housing quality standards by conducting approximately 10,700 inspections annually.
- Assist in the development of 50 restricted safe and sanitary affordable housing units annually by encouraging development proposals using Affordable Housing Funds for gap financing.

### Changes from 2005-06 Adopted

#### Staffing

Proposes no changes in staffing.

#### Expenditures

Proposes a net increase of \$0.6 million.



- \$0.3 million increase in Salaries and Benefits due to an allowance for anticipated cost of living adjustments.
- \$0.3 million decrease in Services and Supplies due to a decrease in the department's operational costs and a decrease in the Multi-Year Projects Services and Supplies estimated project costs
- \$4.7 million net increase in Other Charges due to reclassification of expenditures of \$4.1 million from Operating Transfers and \$0.6 million in Contributions to Other Agencies
- \$4.1 million decrease in Operating Transfers due to reclassification to Other Charges.
- Intergovernmental Revenues decrease \$0.9 million due to reductions in federal grants.
- Miscellaneous Revenues increase of \$1.0 million due to anticipated program income from repayment of Special Revenue Fund loans.
- General Revenue Allocation increase \$0.5 million due to reduction in federal grants for administrative expenses. Federal revenues, which include reimbursement for non-departmental overhead costs, exceed expenditures budgeted in this department. The resulting negative General Revenue Allocation partially funds indirect costs in the Community Services Group incurred in providing funds for other services.

**Revenues**

Proposes a net increase of \$0.6 million.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower	N/A	97%	97%	97%	97%
Program participants receiving educational and job training opportunities designed to enhance self sufficiency	96	80	186 <sup>1</sup>	279	279
Number of newly constructed and rehabilitated units that exceed the California's State Energy Code, Title 24 by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units	103	100	112	50 <sup>2</sup>	50
Number of Community Development projects completed to enhance low-income neighborhoods and communities	41	40	42	33 <sup>2</sup>	33
Maintain a high level of customer satisfaction <sup>3</sup>	95%	97%	97%	97%	97%

<sup>1</sup> Performance measure now reports self sufficiency activities for Section 8 and Public Housing participants. Previous reporting was for Public Housing only.

<sup>2</sup> The reduction in proposed projects is due to reduction in anticipated funding for these types of activities.

<sup>3</sup> Percent of customers who rated HCD as a 4 or 5 on a scale of 1 to 5.





Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Housing & Community Development	121.00	103.00	103.00	0.00	103.00
Total	121.00	103.00	103.00	0.00	103.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Housing & Community Development	\$ 11,722,449	\$ 9,910,225	\$ 10,025,124	1.16	\$ 10,360,834
HCD - Multi-Year Projects	29,350,836	25,720,350	26,267,648	2.13	26,267,648
Total	\$ 41,073,285	\$ 35,630,575	\$ 36,292,772	1.86	\$ 36,628,482

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 9,323,652	\$ 7,948,360	\$ 8,301,317	4.44	\$ 8,634,124
Services & Supplies	22,786,895	20,429,250	20,096,737	(1.63)	20,099,640
Other Charges	4,457,030	3,145,172	7,925,718	152.00	7,925,718
Expenditure Transfer & Reimbursements	—	(31,000)	(31,000)	0.00	(31,000)
Operating Transfers Out	4,505,708	4,138,793	—	(100.00)	—
Total	\$ 41,073,285	\$ 35,630,575	\$ 36,292,772	1.86	\$ 36,628,482

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Intergovernmental Revenues	\$ 41,302,135	\$ 36,072,964	\$ 35,139,251	(2.59)	\$ 35,474,961
Charges For Current Services	—	50,000	50,000	0.00	50,000
Miscellaneous Revenues	372,860	380,000	1,475,000	288.16	1,475,000
General Revenue Allocation	(601,710)	(872,389)	(371,479)	(57.42)	(371,479)
Total	\$ 41,073,285	\$ 35,630,575	\$ 36,292,772	1.86	\$ 36,628,482



# Purchasing and Contracting



## Department Description

The Department of Purchasing and Contracting operates as an Internal Service Fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. Additionally, Purchasing and Contracting is responsible for the Countywide records management program. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services.

## Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

## 2005-06 Accomplishments

### Strategic Initiative – The Environment

- Created a website where excess property can be viewed by County departments thereby encouraging reutilization rather than disposal of material goods.

### Strategic Initiative – Safe and Livable Communities

- Conducted two briefings and provided resource materials to the Fire District Association concerning available contracts and best methods to procure emergency fire and safety equipment. Also provided similar information to Office of Emergency Services on purchases of first responder equipment for County agencies and departments.

### Required Discipline – Fiscal Stability

- Achieved cost savings of \$1.0 million through low-cost procurement channels, including the use of increased procurement card usage (versus more costly use of

purchase orders) and reverse auctions for competitive purchase of trucks, Sheriff's patrol and undercover vehicles, and drug testing kits.

- Achieved cost savings of \$2.1 million through use of cooperative agreements with other government agencies which allow the County to "piggyback" on competitive contracts awarded by the other governmental agencies. This exceeded the goal of \$1.25 million.
- Conducted reviews of 48% (290 out of 600) of all procurement cardholders' (p-card) accounts to ensure proper procedures are being followed, exceeding the goal of 30%.
- No vendor protests were successful which freed the County from increased administrative costs due to potential re-solicitation of the requirements of the proposals.
- Outsourced the print, indexing, scanning, and micrographics functions of the department to private industry, eliminating 28.00 staff years Countywide.



**Required Discipline – Customer Satisfaction**

- Achieved a customer service satisfaction of 4.3 on a scale of 1-5 as evidence of the department’s focus on quality customer service.

**Required Discipline - Information Technology**

- Entered 30% of active contracts into Documentum, the County’s enterprise content management system of record, which allows customers to view contracts online. Exceeds the goal of 20%.
- Reviewed and revised as necessary, 100% of Board of Supervisors’ policies relevant to Purchasing and Contracting. Exceeds the goal of 20% of policies.
- Awarded the “Achievement in Excellence in Procurement” award for the fifth year in a row.

**Required Discipline – Continuous Improvement**

- Trained over 700 staff on upgraded p-card procedures and implemented two new reports to allow departments to monitor p-card operations, compliance, and training.
- Implemented U.S. Bank’s advanced p-card on-line management system, which allows quick, user friendly Internet access to better manage and monitor p-card purchases.
- Trained 60 County staff on proper contracting procedures through the Contracts’ Academy.

**2006-08 Objectives**

**Strategic Initiative – Safe and Livable Communities**

- Review and update the current list of 75 emergency supplies of commodities and services and expand the list by at least 10% in support of County Business Continuity Planning (which addresses how the County will continue its business in the event of a major emergency or disaster).

**Required Discipline – Fiscal Stability**

- Obtain cost savings of \$2.5 million for each of the next two fiscal years through expanded use of innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and p-cards usage.
- Conduct reviews of at least 30% of procurement card accounts (approximately 180 accounts) to ensure proper procedures are being followed.
- Ensure zero percent of vendor protests are successful which frees the County from increased administrative costs due to potential re-solicitation of proposals

**Required Discipline – Customer Satisfaction**

- Achieve a customer service satisfaction rating of 4.4 on a scale of 1-5 as evidence of the department’s focus on quality customer service.

**Required Discipline – Information Technology**

- Enter an additional 30% of active contracts on Documentum, the County’s enterprise content management system of record that allows electronic viewing of current contract documents.

**Required Discipline – Continuous Improvement**

- Review and update at least 30% of purchasing policies and 30% of contracting policies to be followed by customers and buyers, streamlining and providing best practices, and post these updated policies on the department’s intranet site.
- Ensure 50% of all County departments have an approved records management retention policy in Fiscal Year 2006-07, with the remaining 50% to have a retention policy in place in Fiscal Year 2007-08, by providing departments with procedures, training and assistance in order to meet compliance for the legal disposition of records utilizing Documentum.



- Provide training to at least 50 County staff in proper contracting procedures through the Contracts' Academy.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes a net decrease of 20.00 staff years and the transfer of positions between divisions to meet operational needs.

- 21.00 staff years deleted due to the outsourcing of the print, scanning and indexing services.
- 1.00 staff year added to Purchasing and Contracting Operations due to requirements of the procurement card program and expected growth in contracting.

**Expenditures**

Proposes a decrease of \$1.6 million

- Salaries and Benefits decrease of \$0.7 million due to savings related to the outsourcing of print, scanning, and indexing services offset by an allowance for anticipated cost of living adjustments.
- Services and Supplies decrease of \$0.9 million due to savings related to the outsourcing of print, scanning, and indexing services.
- Other Charges decrease by \$0.2 million due to the outsourcing of printing, scanning, and indexing services.

- Operating Transfers Out increase of \$0.2 million for the transitional funding for newly restructured Records Management Division of the Purchasing and Contracting ISF.

**Revenues**

Proposes a decrease of \$1.6 million in direct relation to the decrease in expenditures; as an Internal Service Fund, Purchasing and Contracting is required to balance revenues with expenditures.

- Charges for Current Services decrease of \$2.3 million due to savings related to outsourcing.
- Other Financing Sources increase of \$0.2 million due to receipt of the Operating Transfer Out from the General Fund for transitional funding for the newly restructured Records Management Division of the Purchasing and Contracting ISF.
- Fund Balance increase of \$0.5 million in contributions from the General Fund (\$0.2 million) and the department (\$0.3 million) for transitional funding for the newly restructured Records Management Division.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Realize cost savings through use of cooperative agreements <sup>1</sup>	\$2.4 million	\$1.25 million	\$2.1 million	N/A	N/A
Realize cost savings through reverse auctions, increased procurement card usage, and other sources <sup>2</sup>	\$23.2 million	\$6.0 million	\$1.0 million	N/A	N/A
Realize cost savings through use of cooperative agreements, reverse auctions, increased procurements card usage, and other sources <sup>3</sup>	N/A	N/A	N/A	\$2.5 million	\$2.5 million
Place active contracts on Documentum <sup>4</sup>	N/A	20%	30%	30%	30%
Increase purchases utilizing cooperative purchasing agreements <sup>5</sup>	120%	10%	80%	N/A	N/A
Maintain customer service satisfaction rating of 4.3 (scale 1-5)	4.67	4.3	4.4	4.4	4.4
Ensure County departments have approved records retention policies <sup>6</sup>	N/A	N/A	N/A	50%	50%
Update purchasing policies and contracting policies <sup>7</sup>	N/A	N/A	N/A	30%	30%

<sup>1</sup>Cooperative Agreements allow linkage to contracts already competitively bid by other government agencies, saving the County costs normally incurred to compete goods and services and taking advantage of quantity discounts available through existing government contracts. Performance Measure one is being combined with performance measure two as newly created performance measure three which combines all savings.

<sup>2</sup>Reverse auctions use web-based technology whereby bidders compete against one another to provide goods or services at the lowest cost to the County. Anticipated cost savings of \$6 million were not achieved due to a lack of procurements appropriate for reverse auction. Performance Measure one is being combined with performance measure two as newly created performance measure three which combines all savings.

<sup>3</sup>The cost savings reporting above has been combined for Fiscal Years 2006-07 and 2007-08. Newly identified savings diminish in future years as use of cooperative agreements, reverse auctions, and procurement card usage is maximized.

<sup>4</sup>Documentum is the County's enterprise content management system of record that allows electronic viewing of current contract documents and acts as the system of record.



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<sup>5</sup>Cost savings through cooperative agreements is a more meaningful measure of the value of cooperative agreements, so this measure is being eliminated effective in Fiscal Year 2006-07.

<sup>6</sup> This is a new measure effective Fiscal Year 2006-07. It is essential that departments maintain and/or destroy documents according to required retention policies and schedules as approved by the Auditor and Controller. The Records Management division will ensure departments are compliant with these policies.

<sup>7</sup> This is a new measure effective Fiscal Year 2006-07. All departments are required to comply with purchasing and contracting policies and procedures, making it essential that the policies are reviewed and revised on an ongoing basis.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Purchasing ISF Record Mgmt & Print Services	30.00	30.00	6.00	(80.00)	6.00
Purchasing & Contracting Operations	45.00	45.00	49.00	8.89	49.00
Total	75.00	75.00	55.00	(26.67)	55.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Purchasing ISF Record Mgmt & Print Services	2,983,845	3,142,474	783,337	(75.07)	816,809
Purchasing & Contracting Operations	6,193,585	6,045,975	6,602,306	9.20	6,634,615
General Fund Contribution	—	—	250,000	—	—
Total	\$ 9,177,430	\$ 9,188,449	\$ 7,635,643	(16.90)	\$ 7,451,424

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 5,963,860	\$ 6,273,820	\$ 5,533,217	(11.80)	\$ 5,727,248
Services & Supplies	3,103,501	2,739,117	1,870,008	(31.73)	1,741,758
Other Charges	110,069	175,512	10,418	(94.06)	10,418
Expenditure Transfer & Reimbursements	—	—	(28,000)	—	(28,000)
Operating Transfers Out	—	—	250,000	—	—
Total	\$ 9,177,430	\$ 9,188,449	\$ 7,635,643	(16.90)	\$ 7,451,424





Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ —	\$ —	\$ 514,660	—	\$ —
Revenue From Use of Money & Property	77,838	50,000	50,796	1.59	50,856
Intergovernmental Revenues	24,000	59,378	—	(100.00)	—
Charges For Current Services	8,622,726	8,976,927	6,701,323	(25.35)	7,291,284
Miscellaneous Revenues	452,866	102,144	118,864	16.37	109,284
Other Financing Sources	—	—	250,000	—	—
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 9,177,430	\$ 9,188,449	\$ 7,635,643	(16.90)	\$ 7,451,424



# County of San Diego Redevelopment Agency



## Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project 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 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

## Mission Statements

### Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

### Gillespie Field Redevelopment Project

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

## 2005-06 Accomplishments

### Upper San Diego River Improvement Project

#### Strategic Initiative – Kids

- Due to the lack of vacant land zoned for multi-family housing, the Agency did not receive affordable housing proposals from developers and was not able to meet the objective of 13 units of inclusionary housing.
- Released the Draft Riverway Trails Master Plan, including the alignment of trail segments and construction cost estimates, for public review and comment meeting the objective. The Riverway Trail is a

2.5 mile regional trail alignment located along the San Diego River that will provide recreational amenities for youth and the community.

- Provided housing opportunities to 48 low-income families by assisting with rental subsidies.

#### Strategic Initiative – The Environment

- Wetland delineation for the trail segments adjacent to the San Diego River was not initiated by Fiscal Year 2005-06 because it was an optional task in the consultant contract. However, wetland delineation may be completed, as needed, on a case-by-case basis, for trail segments along the San Diego River.
- Completed environmental documentation for two projects for the Riverway Trail Alignment. The environmental documentation for the Riverway Trail Master Plan is an ongoing process and will be completed on a project by project basis for each property that is required to dedicate a trail segment.

#### Strategic Initiative – Safe and Livable Communities

- Provided safe and decent housing opportunities for 48 low-income residents by operating a tenant based Rental Subsidy Program. Annual recertification inspections were conducted to ensure all assisted units met housing quality standards. The objective was 65 families, but



since the program is temporary and provides interim aid to participants waiting for permanent rental assistance, the number of participants is reduced by attrition as they transition to a permanent program.

- Worked with community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps of Engineers) to produce Draft Riverway Trail Plan, which was released for public review on November 30, 2005.

### **Gillespie Field Redevelopment Project**

#### **Strategic Initiative – Kids**

- Contributed \$751,231 in tax increment revenues to four school districts.
- Contributed \$179,984 to State Education Revenue Augmentation Fund (ERAF).

#### **Strategic Initiative – The Environment**

- Completed mitigation plan to address any areas of concern identified in the Phase II Hazardous Materials Assessment Report for Site Two, the 70 acre parcel on the southeast corner of the Project Area formerly occupied by Cajon Speedway.
- Combined median erosion control project with improvements to airport drainage and safety areas project, which will be submitted to Federal Aviation Administration (FAA) for funding in Fiscal Year 2007-08.
- Completed cleaning Site Two leasehold premises of above-ground debris.

#### **Strategic Initiative – Safe and Livable Communities**

- Contributed 20% (approximately \$0.4 million) of tax increment revenue for low- and moderate-income housing.

- Submitted application for FAA grant for the preparation of an environmental assessment in anticipation of acquiring land for safety areas at ends of three runways.

### **2006-08 Objectives**

#### **Upper San Diego River Improvement Project**

##### **Strategic Initiative – Kids**

- Meet inclusionary housing obligations required by California Redevelopment Law by making eight more units available at affordable costs to low- and moderate-income households.

##### **Strategic Initiative – Safe and Livable Communities**

- Provide safe and decent housing opportunities to 48 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.
- Work with various permitting agencies and landowners to implement and/or dedicate the land for various trail segments along the San Diego River, as needed.

#### **Gillespie Field Redevelopment Project**

##### **Strategic Initiative – Kids**

- Initiate an outreach program with an East County school to expand “kid-friendly” activities, such as a presentation or tour of airport facilities, in addition to the annual air show.

##### **Strategic Initiative – The Environment**

- Submit FAA grant application for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.
- Initiate an ambrosia transplantation program in from Site Two to landfill area on Gillespie Field. Ambrosia is a State and federal listed sensitive plant.



**Strategic Initiative – Safe and Livable Communities**

- Assist 48 low-income families through the Local Rental Subsidy Program and to meet the inclusionary housing requirement
- Implement a Voluntary Noise Abatement Program (VNAP) to improve community relations with residents, local city governments, and pilot association members.

**Changes from 2005-06 Adopted**

**Upper San Diego River Improvement Project**

**Expenditures**

Proposes a decrease in expenditures of \$0.5 million.

- The largest reduction relates to the elimination of pass-through payments to Grossmont High School District, Lakeside Union School District and the County Office of Education. The Project Area does not have sufficient debt to receive tax increment revenue; therefore, the Redevelopment Agency is not obligated to make pass-through payments.

**Revenues**

Proposes a net decrease in revenues of \$0.5 million.

- Decrease of \$0.8 million in Taxes Other Than Current Secured and Other Financing Sources due to the elimination of the tax increment.
- Increase of \$0.3 million in USDRIP Fund Balance to offset one-time administrative costs

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed. Will continue to evaluate continuance of Project Area with input from community.

**Gillespie Field Redevelopment Project**

In Fiscal Year 2005-06, the Gillespie Field Project Area refinanced existing bond indebtedness and incurred new bond indebtedness to repay loans to the Airport Enterprise Fund. The transaction resulted in changes to cash flows among various bond funds and in offsetting changes in budgeted total appropriations and revenues. The bond transaction also resulted in an increase in reserves of approximately \$0.5 million.

**Expenditures**

Proposes a net decrease of \$0.7 million.

- Decrease of \$1.7 million in Services and Supplies due change in flow of funds resulting from 2005 bond issue requirements and to lower school districts and housing set-aside obligations.
- Increase of \$0.7 million in Operating Transfers Out. In Fiscal Year 2005-06, only housing set-aside was handled as an operating transfer from the Capital Project Fund. The new funds established for Fiscal Year 2006-07 in accordance with the 2005 bond issue transfer funds from the Revenue Fund as an operating transfer out to the housing fund. Additionally, interest and principal accounts for debt service payments are also handled as an operating transfer out in Fiscal Year 2006-07.

**Revenues**

Proposes a net decrease of \$0.7 million.

- Decrease of \$2.3 million in tax increment revenues due to change in flow of funds in accordance with the 2005 bond issue Indenture Statement. The actual net loss in tax increment revenue of \$583,429 is due to loss of based jets at Gillespie Field.
- Increase of \$0.2 million in Interest On Deposits & Investments. This revenue was misclassified. The correct classification is Miscellaneous Revenues, and the increase



is due to changes in the cash flows among the Gillespie Field Project Area funds. Please see the full explanation in that section

- Increase of \$1.2 million in Miscellaneous Revenues due to change flow of funds in accordance with the 2005 bond issue. The 1995 Special Debt Service Fund budgeted for administrative costs in the Capital Projects Fund and payment of principal and interest debt service payments through the Tax allocation Fund. FY 06/07

administrative costs are budgeted from the new Revenue fund, and principal and interest payments are paid directly from the new Revenue fund and no longer filtered through the Tax Allocation Account.

- Increase of \$0.2 million Fund Balance. Unused prior years' tax increment is proposed to pay for one-time administrative costs.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.

**Upper San Diego River Improvement Project**

Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Estimated property tax increment	\$675,080 <sup>1</sup>	\$484,219 <sup>1</sup>	\$0	\$0	\$0
Percent of tax increment utilized for project administration	7%	7%	0%	0%	0%

<sup>1</sup> The Project Area does not have sufficient debt to receive tax increment revenues. Will continue to evaluate continuance of Project Area with input from community. As a result, no new measures are being added at this time.

**Gillespie Field Redevelopment Project**

Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Estimated property tax increment	\$1,933,415	\$2,357,767	\$2,099,735	\$1,774,338	\$1,804,401
Percent of tax increment utilized for project administration	8%	8%	8%	5%	5%
Contracts Managed	108	112	109	112	117
Newly developed land leases executed (in net acres)	0	4	0	27.5	25



**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Upper San Diego River Redevelopment Project Area	\$ 2,769,148	\$ 799,399	\$ 298,340	(62.68)	\$ 298,340
Gillespie Field Redevelopment Project Area	6,951,376	5,915,740	5,209,462	(11.94)	5,071,263
Total	\$ 9,720,524	\$ 6,715,139	\$ 5,507,802	(17.98)	\$ 5,369,603

**Budget by Categories of Expenditures**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Services & Supplies	4,789,062	3,409,914	1,716,734	(49.65)	1,674,692
Other Charges	4,205,833	2,573,672	2,242,071	(12.88)	2,192,683
Operating Transfers Out	725,629	731,553	1,548,997	111.74	1,502,228
Total	\$ 9,720,524	\$ 6,715,139	\$ 5,507,802	(17.98)	\$ 5,369,603

**Budget by Categories of Revenues**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 1,780,200	\$ 190,934	\$ 707,780	270.69	\$ 633,810
Taxes Other Than Current Secured	5,219,335	4,700,322	1,774,338	(62.25)	1,804,401
Revenue From Use of Money & Property	66,250	83,463	279,287	234.62	284,334
Miscellaneous Revenues	1,929,110	1,146,330	2,394,800	108.91	2,289,660
Other Financing Sources	725,629	594,090	351,597	(40.82)	357,398
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 9,720,524	\$ 6,715,139	\$ 5,507,802	(17.98)	\$ 5,369,603





# Registrar of Voters



## Department Description

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

## Mission Statement

Under the jurisdiction and direction of the Board of Supervisors, and with the assistance of the California Secretary of State, 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.

## 2005-06 Accomplishments

### Strategic Initiative – Kids

- Provided “filler” pages in the Sample Ballot and Voter Information Pamphlets on Children’s Health, Foster Parents, and Adoptions to enhance the distribution of information related to the County’s initiative on healthy children and families.
- Expanded the minority-language outreach program by educating the parents via their bilingual children by providing elections and minority-language information to targeted elementary schools.
- Provided voter registration cards to 98 high schools, and provided presentations by request on voting processes to government, civics, and political science classes to support voter registration programs for eligible high school students.

### Strategic Initiative – The Environment

- Reserved for Land Use and Environment Group the highest priority and most widely distributed “filler” pages in the Sample Ballot and Voter Information Pamphlets by providing pages on West Nile Virus and Clean Water in order to distribute information related to County environmental issues,.
- Recycled obsolete printed elections materials after each election.
- Issued quarterly reminders to all staff and increased energy monitoring in an effort to support the County’s energy conservation program.

### Strategic Initiative – Safe and Livable Communities

- Conducted multiple special elections for the City of San Diego, the November 2005 Special Statewide Election, the April 2006 Special Primary for the 50<sup>th</sup> Congressional District, and the June 2006 Statewide Primary.
- Provided the ability for the vision- and/or hearing-impaired to vote unassisted at their polling place beginning with the April 2006 Special Primary for the 50<sup>th</sup> Congressional District.
- Maintained 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.



**2006-08 Objectives**

**Strategic Initiative – Kids**

- Expand the Student Poll Worker Program for high school seniors by 5% to 1,172 students for the 2006 General Election.
- Continue to support high school voter registration programs for eligible students by providing voter registration forms to the existing 98 high schools and by adding any new schools.

**Strategic Initiative – The Environment**

- Distribute information related to County environmental issues by reserving the highest priority and most widely distributed “filler” pages in the Sample Ballot and Voter Information Pamphlets for the Land Use and Environment Group.
- Recycle printed elections materials.
- Support the County’s energy conservation efforts by issuing quarterly reminders to all staff and increasing energy monitoring.

**Strategic Initiative – Safe and Livable Communities**

- Conduct the November 2006 Statewide General and June 2008 Primary Elections.
- 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.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 7.00 staff years to support the following.

- The implementation of the federal Help America Vote Act (HAVA) which includes;
  - Establishment of a statewide voter database and the means for the visually-impaired to vote privately and unassisted at each polling place, and
  - The migration to full electronic voting at all precincts countywide beginning in November 2006.
- The increased labor necessary to process the sharp increase in absentee voting since the passage of legislation allowing voters the option of being “permanent” absentee voters;
- The additional workload associated with the recruitment/training of bilingual poll workers as part of compliance with the Voting Rights Act; and,
- The additional payroll and personnel activities related to the nearly 400 election workers employed during major elections.

**Expenditures**

Proposes a net increase of \$1.5 million.

- Net increase of \$0.3 million in Salaries and Benefits due to an allowance for anticipated cost of living adjustments and the addition of 7.00 staff years partially offset by a decrease in use of temporary election workers.
- Net increase of \$0.3 million in Services and Supplies due to increases in information technology (IT) vendor costs and in the expense reimbursement stipend paid to pollworkers, offset by a decrease in sample ballot printing costs.
- Reserve Designation increase of \$0.9 million to help fund the low-revenue year associated with the Primary Election in Fiscal Year 2007-08

**Revenues**

Proposes a net increase of \$1.5 million.



- Net increase of \$0.7 million in Intergovernmental Revenues due to the reinstatement of funding for SB90 - *State Mandate Reimbursement* offset by a decrease in federal funding for ongoing Help America Vote Act activities.
- Increase of \$1.4 million in Charges for Current Services, Election Services, due to the greater number of billable jurisdictions that participate in the General Election as compared to the Primary Election.
- Decrease in funding of \$0.5 million in use of Reserve Designation and decrease of \$0.6 million in use of Fund Balance established to provide funding during the suspension of SB90 State mandated activities.
- Increase of \$0.5 million in General Revenue Allocation to provide funding for an anticipated cost of living adjustment, and the increase in the stipend paid to poll workers to improve the recruitment and retention of poll workers.

**Significant Changes in Fiscal Year 2007-08**

Proposed utilization of Reserve Designation funding to offset costs of the low-revenue primary election in June 2008. No other significant changes are proposed.

<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Cost per Contest per Registered Voter <sup>1</sup>	\$0.13	\$0.25	\$0.24	\$0.18	\$0.26
Overall Customer Satisfaction Rating <sup>2</sup>	4.5	4.65	4.65	4.7	4.7
Fixed points of distribution for voter registration forms and information.	358	425	450	500	525
Precincts tallied by 11:30 p.m. Election Night	53%	70%	70%	73%	73%
% of Total Absentee Ballots tallied by the Monday after Election Day	74%	80%	80%	82%	82%

<sup>1</sup> Cost per contest per registered voter for Fiscal Year 2006-07 Proposed is decreased due to the larger number of contests on the ballot for November 2006 General Election as compared to the June 2006 Primary.

<sup>2</sup> Scale of 1-5, with 5 being "excellent."



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Registrar of Voters	50.00	53.00	60.00	13.21	60.00
Total	50.00	53.00	60.00	13.21	60.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Registrar of Voters	\$ 9,294,418	\$ 14,013,054	\$ 15,530,775	10.83	\$ 14,781,372
Total	\$ 9,294,418	\$ 14,013,054	\$ 15,530,775	10.83	\$ 14,781,372

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 4,631,945	\$ 6,467,875	\$ 6,735,698	4.14	\$ 6,879,157
Services & Supplies	4,637,473	7,505,179	7,847,200	4.56	7,902,215
Capital Assets Equipment	25,000	40,000	25,000	(37.50)	—
Reserve/Designation Increase	—	—	922,877	—	—
Total	\$ 9,294,418	\$ 14,013,054	\$ 15,530,775	10.83	\$ 14,781,372

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Reserve/Designation Decreases	\$ 748,035	\$ 451,965	\$ —	(100.00)	\$ 1,200,000
Fund Balance	417,810	633,490	—	(100.00)	—
Intergovernmental Revenues	—	1,747,442	2,479,775	41.91	1,980,372
Charges For Current Services	2,700,000	1,423,500	2,825,000	98.45	1,375,000
Miscellaneous Revenues	165,000	225,000	226,000	0.44	226,000
General Revenue Allocation	5,263,573	9,531,657	10,000,000	4.91	10,000,000
Total	\$ 9,294,418	\$ 14,013,054	\$ 15,530,775	10.83	\$ 14,781,372

# Finance and General Government Group

## Finance and General Government Group

- .....  
**Finance and General Government Group  
Summary & Executive Office**  
.....
- Board of Supervisors**  
.....
- Assessor / Recorder / County Clerk**  
.....
- Treasurer - Tax Collector**  
.....
- Chief Administrative Office**  
.....
- Auditor and Controller**  
.....
- County Technology Office**  
.....
- Civil Service Commission**  
.....
- Clerk of the Board of Supervisors**  
.....
- County Counsel**  
.....
- Grand Jury**  
.....
- Human Resources**  
.....
- Media and Public Relations**  
.....
- CAC Major Maintenance**  
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# Finance and General Government Group & Executive Office



## 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.

## Group Description

The Finance and General Government Group provides an array of services to a wide range of customers. A primary function of the Finance and General Government Group is to provide the essential infrastructure to the organization to enable adherence to the General Management System, specifically the Required Disciplines. We evaluate our performance based on our ability to provide services to our customers on the following principles borne out in the Required Disciplines with a focus on performance leadership and accountability:

- Consistent and fair administration of laws, regulations and policies and training to ensure that our employees are informed of such laws and regulations;
- Genuine respect for our fiduciary responsibilities as stewards of the taxpayer resources;
- Maintenance of a robust and capable workforce focused on employee development;
- Use of enabling technologies to improve business processes and operational excellence; and,
- Commitment to demonstrating the value of the services we provide to County departments and the public, through performance monitoring and management.

Departments in the Finance and General Government Group include:

- Assessor/Recorder/County Clerk
- Treasurer/Tax Collector
- Chief Financial Officer/Auditor and Controller
- County Technology Office

- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel
- Human Resources
- Media & Public Relations
- Grand Jury
- CAC Major Maintenance

## 2005-06 Accomplishments

Under the leadership of the Chief Financial Officer/Auditor and Controller, we are committed to developing a structurally-balanced budget, limiting the use of one-time funding for one-time projects, maintaining prudent reserves, investing in preventative maintenance, and extinguishing long-term debt. These strong fiscal management practices have allowed the County to maintain one of the highest credit ratings in the State, and to receive several distinguished recognition awards for financial leadership, including the Government Finance Officers' Association Distinguished Budget Presentation Award and The Certificate of Achievement in Financial Reporting.

Contributing to the County and other local public entities' ability to provide vital services to the citizens of San Diego County is the Assessor/Recorder/County Clerk's assessment and recording of property records and the Treasurer/Tax Collectors' collection of property taxes based on these records. An average of 99% of secured and unsecured property taxes was collected in Fiscal Year 2005-06. In addition, we out performed our rate of return target of 3% on the Treasurers' Investment Pool to the benefit of not only the County, but also other local public entities that participate in the pool.

We continue to be committed to conducting business as openly as possible. Examples of our adherence to this discipline are demonstrated in our commitment to continuous improvement in how we served the public in Fiscal Year 2005-06:



- Consistency in legal compliance with County Counsel prevailing in 90% of their cases;
- Complete transparency in auditing and disclosure and implementation of 90% of audit recommendations;
- Training in ethics, legal standards, and conduct in the workplace; and,
- Provided County Television Network, programs and segments on pertinent information and services available to the public.

The real strength of the County is embodied in our 17,000 employees and their commitment to continuous improvement and efficiency and expanding our use of information technology. We received the Crystal Award for Workplace Excellence recognizing the County as an “employer of choice” by the local chapter of the Society of Human Resource Management. We continued to focus on employee development and retention of our most vital resource through the offering of training academies for Administrative Staff, Supervisors and Leadership. We worked with our representatives from labor to deal with issues that arose. Through this partnership, we achieved an approximately 5.4% reduction in worker’s compensation cost through our Work Safe/Stay Healthy Program.

Management excellence continues in the County Technology Office as we were recognized as a national leader in technology by the Center for Digital Government in Fiscal Year 2005-06. We advanced the use of the internet to make services more accessible to the public and provided wireless access at public libraries. We also successfully negotiated and contracted for information technology services for the next seven to 12 years.

### 2006-08 Objectives

We will continue to provide superior financial, human resources, legislative and audit services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public

trust. We will be ever vigilant in our planning and analysis of emergent issues and maintaining the appropriate level of reserves to effectively manage these issues.

- We will safeguard public resources by continuing to ensure that our employees adhere to laws regulations and policies through ongoing training and employee development programs.
- We will continue to deliver the highest quality legal services as efficiently and economically as possible to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.
- We will create, maintain and provide County official records and fair and uniform assessments of all properties in San Diego County so that all citizens and customers may benefit from these services.
- We will also effectively manage the Treasurers’ Investment Pool for the County and other local public entities.
- We will continue to provide Information Technology support to County departments so that they may continue to enhance services available to the citizens of San Diego County, including implementation of the new Information Technology contract and replacement of obsolete legacy property tax systems with a state-of-the-art Integrated Property Tax System and reengineering of related business processes to achieve dramatic improvement in our performance.

### Executive Office Changes from 2005-06 Adopted

#### Staffing

With the completion of the Enterprise Resource Planning Systems, a transfer of 10.00 staff years to the Auditor and Controller Office to manage sustaining efforts is proposed.

#### Expenditures

Proposes a net decrease of \$2.9 million.





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- Net decrease of \$1.4 million in Salaries and Benefits due to a decrease related to staff years transferred to the Auditor and Controller Department, offset by an increase due to an allowance for negotiated or anticipated cost of living adjustments.
  - Decrease of \$2.5 million in Services and Supplies due to the transfer of funding to the County Technology Office for the maintenance and support of enterprise server hardware.
  - Increase of \$1.0 million in Management Reserves for unanticipated expenditures.
  - Reserve/Designation decrease of \$1.0 million due to the depletion of reserves established for the payment of enterprise server hardware.
  - Fund Balance increase of \$1.8 million to fund one-time information technology projects and unanticipated expenditures.
  - General Revenue Allocation decrease of \$3.7 million due to a decrease in expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are anticipated.

**Revenues**

Proposes a net decrease of \$2.9 million.



Staffing by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Finance & Genl Govt Exec Offices	24.00	21.00	11.00	(47.62)	11.00
Board of Supervisors	59.00	59.00	59.00	0.00	59.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00	0.00	462.00
Treasurer - Tax Collector	123.00	123.00	123.00	0.00	123.00
Chief Administrative Office	15.50	15.50	16.00	3.23	16.00
Auditor and Controller	256.00	252.00	264.00	4.76	264.00
County Technology Office	17.00	15.00	15.00	0.00	15.00
Civil Service Commission	4.00	4.00	4.00	0.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00	0.00	37.00
County Counsel	135.00	138.00	139.00	0.72	139.00
Grand Jury	1.00	1.00	1.00	0.00	1.00
Human Resources	112.00	118.00	118.00	0.00	118.00
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	1,267.50	1,267.50	1,271.00	0.28	1,271.00



## Finance and General Government Group & Executive Office

### Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Finance & Genl Govt Exec Offices	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207
Board of Supervisors	6,179,860	6,072,107	6,802,626	12.03	6,802,626
Assessor / Recorder / County Clerk	45,540,080	46,214,380	48,529,001	5.01	48,834,593
Treasurer - Tax Collector	14,493,592	15,307,637	16,489,196	7.72	16,590,763
Chief Administrative Office	3,986,672	4,311,912	4,464,678	3.54	4,535,298
Auditor and Controller	25,628,882	28,015,277	29,955,318	6.92	29,927,361
County Technology Office	116,577,235	122,593,014	128,684,088	4.97	113,951,535
Civil Service Commission	412,766	563,318	619,976	10.06	592,548
Clerk of the Board of Supervisors	5,594,619	6,446,254	6,549,254	1.60	6,414,189
County Counsel	19,071,831	19,691,493	21,247,231	7.90	21,286,515
Grand Jury	511,630	570,283	583,462	2.31	568,195
Human Resources	18,234,661	19,527,623	21,859,300	11.94	20,813,819
Media and Public Relations	2,369,952	2,602,205	2,776,594	6.70	2,634,639
CAC Major Maintenance	375,000	834,949	1,595,000	91.03	1,643,000
Total	\$ 276,480,674	\$ 289,139,759	\$ 303,601,207	5.00	\$ 288,735,288



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Executive Offices	24.00	21.00	11.00	(47.62)	11.00
Total	24.00	21.00	11.00	(47.62)	11.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Executive Offices	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207
Total	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,371,295	\$ 3,670,971	\$ 2,276,655	(37.98)	\$ 2,323,884
Services & Supplies	13,132,599	10,918,336	8,368,828	(23.35)	11,816,323
Management Reserves	2,000,000	1,800,000	2,800,000	55.56	—
Total	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207

Budget by Categories of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Reserve/Designation Decreases	3,238,200	3,238,200	2,201,400	(32.02)	—
Fund Balance	5,820,000	2,000,000	3,836,800	91.84	—
General Revenue Allocation	8,445,694	11,151,107	7,407,283	(33.57)	14,140,207
Total	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207

# 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 636,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. 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 and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through projects like the San Pasqual Academy and the Bonita-Sunnyside Library; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park. Supervisor Cox currently serves as the President of the U.S./Mexico Border Counties Coalition and the Immediate Past President of the California State Association of Counties.

### District 2

Supervisor Dianne Jacob represents more than 565,000 residents, including 263,000 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 El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro, Grantville 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, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, 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

Chairwoman Pam Slater-Price represents more than 615,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD) and the technology/medical/scientific hub that has grown up around it in Sorrento Valley, Mira Mesa, and La Jolla.

The supervisor represents diverse communities and constituencies in Escondido and Mira Mesa, respectively; the eclectic community of Pacific Beach; semi-rural areas in Encinitas and Escondido; distinct beach communities along Highway 101; the bedroom communities of Scripps Ranch, Mira Mesa, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The services provided by the County in her district are various and crucial. The County provides law enforcement services for the cities of Del Mar, Solana Beach, and Encinitas, and there are often issues relating to those services that the supervisor is asked to address. Constituents frequently contact the office to ask for assistance with health and welfare services. An increasing number of residents

throughout the district call the office with requests to assist them with cases before the Department of Child Support Services. There are also four County libraries within the Third District.

In addition, the district has a unique blend of urban, suburban, semi-rural, and open space areas. Maintaining the balance between these areas requires that the supervisor be actively engaged in issues relating to growth and habitat preservation. This includes participation in numerous boards, commissions and Joint Power Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also taken a leadership role in helping to bring the cities within her district together in order to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

With the onset of significant fiscal problems at both the State and federal levels, an increasing number of non-profits and business organizations are turning to the supervisor for help with funding. In response, the supervisor has become involved in various health, charitable, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county. She has also taken a leadership role in issues that affect the county as a whole, such as military base closures.

Given the scope of the supervisor's duties, her office budget reflects staffing needs commensurate with demand. District Three includes a wide variety of commercial, educational, environmental, socio-economic, and political interests that require professional and timely attention. The district office as currently constituted enables Chairwoman Slater-Price to provide her constituents with access to appropriate County functions such as law enforcement, health and human services, child support services, environmental protection, economic development, and libraries.



### District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 590,000 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, part of Downtown San Diego, 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 world-famous San Diego Zoo.

### District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of

nature, industry, resorts, golf courses, fine restaurants, and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and strong relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fourth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant



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and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the

major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief and properly using our natural resources.





Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Board of Supervisors District 1	10.00	10.00	10.00	0.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00	0.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00	0.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00	0.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.00	2.00
<b>Total</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>	<b>0.00</b>	<b>59.00</b>

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Board of Supervisors District 1	\$ 1,027,346	\$ 1,027,346	\$ 1,149,611	11.90	\$ 1,149,611
Board of Supervisors District 2	1,054,121	1,054,121	1,159,533	10.00	1,159,533
Board of Supervisors District 3	1,015,560	1,015,560	1,117,116	10.00	1,117,116
Board of Supervisors District 4	1,027,346	1,027,346	1,078,713	5.00	1,078,713
Board of Supervisors District 5	1,114,642	1,114,642	1,226,106	10.00	1,226,106
Board of Supervisors General Offices	940,845	833,092	1,071,547	28.62	1,071,547
<b>Total</b>	<b>\$ 6,179,860</b>	<b>\$ 6,072,107</b>	<b>\$ 6,802,626</b>	<b>12.03</b>	<b>\$ 6,802,626</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 5,343,775	\$ 5,281,455	\$ 5,779,711	9.43	\$ 5,783,149
Services & Supplies	836,085	790,652	1,022,915	29.38	1,019,477
<b>Total</b>	<b>\$ 6,179,860</b>	<b>\$ 6,072,107</b>	<b>\$ 6,802,626</b>	<b>12.03</b>	<b>\$ 6,802,626</b>

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
General Revenue Allocation	6,179,860	6,072,107	6,802,626	12.03	6,802,626
<b>Total</b>	<b>\$ 6,179,860</b>	<b>\$ 6,072,107</b>	<b>\$ 6,802,626</b>	<b>12.03</b>	<b>\$ 6,802,626</b>



# 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 to provide for the efficient distribution of vital records to the public.

## 2005-06 Accomplishments

### Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Provided the index of all recorded documents regarding property ownership within two business days so public ownership information is available in a timely manner to facilitate the buying, selling, and financing of property.
- Located, identified, and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Within two days of electronic receipt, recorded all births, deaths, marriages, and Fictitious Business Name statements, enabling the public and businesses to establish identity in order to conduct their affairs.

## Required Discipline – Fiscal Stability

- Collected, distributed, and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts could fulfill their legally mandated responsibilities.

## 2006-08 Objectives

### Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Record property ownership that enables access to ownership information in a timely manner to facilitate the buying, selling, and financing of property.
- Locate, identify, and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable state property tax laws, rules, and regulations.
- Record births, deaths, marriages, and Fictitious Business Name statements, which enable the public and businesses to establish identity in order to conduct their affairs in a timely manner.



**Required Discipline – Fiscal Stability**

- Collect, distribute, and account for all mandated fees and transfer taxes so County departments, federal, State, cities, and special districts can fulfill their legal mandated responsibilities.

**Required Discipline – Customer Satisfaction**

- Provide the public with the services that are of value to them in a competent and professional manner.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes net increase of \$2.3 million.

- Increase in Salaries and Benefits of \$1.1 million to reflect an allowance for negotiated or anticipated cost of living adjustments.

- Increase in Services and Supplies of \$1.4 million due to planned investment in information technology to enhance public access to information and facility renovations.
- Decrease in Management Reserve of \$0.2 million due to trust fund revenue offsets for one-time expenditures.

**Revenues**

Proposes net increase of \$2.3 million.

- Decrease in Charges for Current Services of \$6.2 million due to the suspension of Property Tax Administration Grant funding from the State and an anticipated decrease in revenue due to decreasing real estate sales.
- Decrease of \$0.2 million in use of Fund Balance is due to the completion of one-time Fiscal Year 2005-06 projects.
- Increase of \$8.7 million General Revenue Allocation to offset the revenue loss for the Property Tax Administration Grant and to fund the increase in expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

Property Tax Administration Grant funding of \$4.1 million is projected to be restored in Fiscal Year 2007-08.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
% of ownership records indexed within two business days. <sup>1,6</sup>	N/A	95%	100%	96%	97%
% rating achieved on the State Board of Equalization Valuation Survey samples. <sup>2,6</sup>	N/A	95%	99.95%	N/A	N/A
% of mandated assessments completed by close of annual tax roll. <sup>3,6</sup>	N/A	100%	100%	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt of the electronic files. <sup>4,6</sup>	N/A	95%	100%	96%	97%
Satisfactory customer service rating <sup>5</sup>	N/A	N/A	N/A	94%	94%

<sup>1</sup> Measures the timely manner in which the public can access ownership information to facilitate the buying, selling, and financing property.

<sup>2</sup> Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Measure discontinued after Fiscal Year 2005-06 since the audit survey only occurs every five years.

<sup>3</sup> Measures the performance in locating, identifying, and fairly and uniformly appraising all property.

<sup>4</sup> Measures the timely manner in which the public can access vital records and certificates.

<sup>5</sup> Customer satisfaction indicates how individuals perceive ARCCs ability to provide services of value to them. New measure beginning in Fiscal Year 2006-07.

<sup>6</sup> New measure as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Property Valuation ID	294.50	294.50	294.50	0.00	294.50
Recorder / County Clerk	131.00	131.00	131.00	0.00	131.00
Public Information Services	19.50	19.50	19.50	0.00	19.50
Management Support	17.00	17.00	17.00	0.00	17.00
Total	462.00	462.00	462.00	0.00	462.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Property Valuation ID	\$ 28,543,514	\$ 28,716,095	\$ 29,117,454	1.40	\$ 29,953,022
Recorder / County Clerk	12,436,187	12,295,561	15,462,156	25.75	14,856,212
Public Information Services	1,525,522	1,559,655	1,226,272	(21.38)	1,265,869
Management Support	3,034,857	3,643,069	2,723,119	(25.25)	2,759,490
Total	\$ 45,540,080	\$ 46,214,380	\$ 48,529,001	5.01	\$ 48,834,593

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 33,915,509	\$ 35,147,596	\$ 36,222,828	3.06	\$ 37,481,075
Services & Supplies	11,424,571	10,866,784	12,306,173	13.25	11,353,518
Management Reserves	200,000	200,000	—	(100.00)	—
Total	\$ 45,540,080	\$ 46,214,380	\$ 48,529,001	5.01	\$ 48,834,593

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 200,000	\$ 200,000	\$ —	(100.00)	\$ —
Licenses Permits & Franchises	440,000	440,000	440,000	0.00	440,000
Revenue From Use of Money & Property	140,000	140,000	140,000	0.00	140,000
Charges For Current Services	38,538,807	40,707,137	34,489,392	(15.27)	38,572,392
Miscellaneous Revenues	30,000	30,000	30,000	0.00	30,000
General Revenue Allocation	6,191,273	4,697,243	13,429,609	185.90	9,652,201
Total	\$ 45,540,080	\$ 46,214,380	\$ 48,529,001	5.01	\$ 48,834,593

# Treasurer-Tax Collector



## Department Description

The Treasurer-Tax Collector (TTC) 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 an estimated \$4.0 billion in investment funds, bills and collects \$3.5 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 San Diego County Employees Retirement Association (SDCERA) Board.

## Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

## 2005-06 Accomplishments

### Required Discipline – Fiscal Stability

- Managed banking services for public entities and County departments to provide accurate recording of all funds on deposit and to facilitate daily reconciliation of funds in order to safeguard public funds and maintain public trust.
- Invested public monies held in the Treasury to maximize cash resources, without sacrificing the safety of principle or liquidity in order to continue to fund the delivery of superior services throughout the San Diego County region. By prudently managing the funds, the County was able to maintain its AAA rating for the Pooled Money Fund.
- Successfully implemented the new Governmental Accounting Standards Board (GASB) Statement No. 40 addressing the common deposit and investment risk related to credit risk, concentration of credit risk, interest rate risk, and foreign currency risk.
- Developed a Cash Handling Manual and conducted Cash Handling Workshops for Government entities and County departments. In addition, initiated a review and update of policies and procedures.
- Provided broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt, and to ensure correct and timely payments to bond holders.
- Issued bills and notice to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Completed 1996-2002 prior year property tax refunds valued at \$2.4 million.
- Received and process payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.



- Conducted a review and consolidation of Deferred Compensation Funds. Value of assets in the plan increased by 15.2%.
- Conducted three Deferred Compensation Retirement Symposiums and 64 worksite educational seminar series meetings. Average deferral amount has increased by 3.2% (Average deferral amount \$195 per pay period).
- Received a distinguished recognition award for financial reporting from Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting. The Treasurer-Tax Collector also received national recognition from the National Association of Counties (NACo). The Treasurer-Tax Collector received the "Achievement Award" for Outstanding Treasurer's Month-end Reporting Packet on the web.

**Required Discipline – Information Technology**

- Coordinated an eCommerce initiative for the County of San Diego that will standardize processing of credit card and check payments through a web-based system, in order to minimize cost to the County.
- Completed development of a commercial website for escrow companies and other financial institutions in order to provide property tax information while reducing the impact on the department's customer service unit.
- Collaborated with the Enterprise Resource Planning team in the automation of the Treasurer's Accountability Ledger in Oracle Financials decreasing the staff hours that were needed for the manual input and reconciliation process used previously.
- Continued to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.

- Continued participation in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

**2006-08 Objectives**

**Required Discipline – Fiscal Stability**

- Manage banking services for public entities and County departments to provide accurate recording of all funds on deposit and to facilitate daily reconciliation of funds in order to safeguard public funds and maintain public trust.
- Invest public monies held in the Treasury to maximize cash resources, without sacrificing the safety of principle or liquidity in order to continue to fund the delivery of superior services throughout the San Diego County region.
- Provide broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt, and to ensure correct and timely payments to bond holders.
- Issue bills and notice to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Receive and process payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.
- Require taxpaying agencies to submit payments electronically to allow for prompt collection of large volume high dollar payers in order to maximize dollars for investments.
- Implement the new Governmental Accounting Standards Board (GASB) Statement No. 44, "Economic Condition Reporting: The Statistical Section",





providing guidance on the schedules in the statistical section of the San Diego County Investment Pool Comprehensive Annual Financial Report.

- Continue to provide two value-added Financial and Investment Symposiums per fiscal year to expand and improve education, information and services for County investment pool participants.
- Schedule six Cash Handling Workshops for Government entities and County departments. In addition, include a manual on the Treasury Services website.
- Continue Deferred Compensation Fund Review and conduct six value-added educational symposiums and 64 educational seminar series meetings per fiscal year to continue plan asset growth, deferral rate increases and participation rate increases.

**Required Discipline – Information Technology**

- Continue to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.
- Continue participation in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.
- Automate the reconciliation between the Portfolio Order Management System (in which investment transactions are recorded) and the custodial bank to reduce the staff hours by 5 hours per month as required of a manual reconciliation.
- Continue to participate in the Oracle Financials process improvement for Accounts Payable, Accounts Receivable and General Ledger under the leadership of the Business Process Improvement Team.
- Continue the successful automation of the Treasurer's Accountability Ledger in Oracle Financials in a collaborative effort with the Enterprise Resource Planning and Business Process Improvement teams.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in total staffing. Includes transfer of positions between divisions based on operational needs.

**Expenditures**

Proposes an increase of \$1.2 million.

- Salaries and Benefits increase of \$0.6 reflects an allowance for negotiated or anticipated cost of living adjustments.
- Services and Supplies increase of \$0.6 primarily due to professional services related to financial advisory services for Treasury Investments; increased professional development activities for accountants and investment officers, and anticipated increases in information technology costs due to planned projects.

**Revenues**

Proposes an increase of \$1.2 million.

- Fines, Forfeitures and Penalties revenue increase of \$0.1 million due to anticipated increase in penalty and delinquency taxes based on trends over the last three years.
- Charges for Current Services increase of \$0.7 million due to an anticipated increase in AB2890 recovered cost revenue and banking services pooled money revenue as a result of sustained economic growth impacting property tax services.
- No Change in Fund Balance. The budget \$0.2 million will be used for one-time operational needs.
- General Revenue Allocation increase of \$0.4 million to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Secured Taxes Collected (% of total)	99%	98%	98%	98%	98%
Unsecured Taxes Collected (% of total)	99%	97%	99%	99%	99%
Rate of Return on Investment Pool (%)	2.25%	3.00%	3.50%	3.75%	4.00
On-time and accurate payments to bond holders <sup>1</sup>	N/A	100%	100%	100%	100%
Customer Satisfaction Ratings (1-5, 5 being highest)	4.73	4.8	4.75	4.8	4.8
Deferred Compensation Plan Asset Growth <sup>1</sup>	N/A	N/A	15.2%	15%	15%
Deferred Compensation average deferral rate <sup>1</sup>	N/A	N/A	\$195	\$205	\$214

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Treasury	30.00	30.00	29.00	(3.33)	29.00
Tax Collection	82.00	82.00	83.00	1.22	83.00
Administration - Treasurer / Tax Collector	11.00	11.00	11.00	0.00	11.00
Total	123.00	123.00	123.00	0.00	123.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Treasury	\$ 5,250,726	\$ 5,506,160	\$ 5,576,169	1.27	\$ 5,667,274
Tax Collection	7,806,332	8,247,275	9,186,182	11.38	9,166,802
Administration - Treasurer / Tax Collector	1,436,534	1,554,202	1,726,845	11.11	1,756,687
Total	\$ 14,493,592	\$ 15,307,637	\$ 16,489,196	7.72	\$ 16,590,763

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 8,812,330	\$ 9,328,326	\$ 9,907,955	6.21	\$ 10,209,522
Services & Supplies	5,481,262	5,779,311	6,381,241	10.42	6,381,241
Management Reserves	200,000	200,000	200,000	0.00	—
Total	\$ 14,493,592	\$ 15,307,637	\$ 16,489,196	7.72	\$ 16,590,763

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 200,000	\$ 200,000	\$ 200,000	0.00	\$ —
Fines, Forfeitures & Penalties	800,000	799,000	915,000	14.52	915,000
Charges For Current Services	8,478,837	8,707,620	9,363,221	7.53	9,462,231
Miscellaneous Revenues	100,700	100,700	100,700	0.00	100,700
General Revenue Allocation	4,914,055	5,500,317	5,910,275	7.45	6,112,832
Total	\$ 14,493,592	\$ 15,307,637	\$ 16,489,196	7.72	\$ 16,590,763



# Chief Administrative Office



## Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment and Public Safety and the Health and Human Services Agency.

## Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to resident's needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County government.

## 2005-06 Accomplishments

### Strategic Initiatives & Required Disciplines:

Throughout Fiscal Year 2005-06, the Chief Administrative Officer used the principles and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence. Implementing the policy directives of the Board of Supervisors, the Chief Administrative Officer and County management team:

- Achieved program needs outlined in the County's Strategic Plan, focusing on improving opportunities for children, protecting the environment and promoting safe and livable communities.
- Continued to manage operations using strict fiscal disciplines, maintaining a structurally-balanced budget and prudent reserves; limiting use of one-time funding to one-time projects; regularly reviewing and managing debt; and investing in preventive maintenance – earning the County of San Diego one of the highest credit ratings in the State.
- Managed organizational resources to maintain service levels and respond to changing needs without increasing staff years.
- Reduced the number of workplace injuries by 5.4%, avoiding costs of approximately \$1.2 million in Fiscal Year 2005-06, for a total cost avoidance savings of \$5.7 million since initiation of the Work Safe/Stay Healthy program.
- Successfully re-competed the County's contract for Information Technology (IT) services, obtaining Board approval to enter into a seven-year contract with Northrop Grumman for IT services and business process improvement support. Also, awarded a contract for and began design of an innovative Integrated Property Tax System that will significantly streamline the County's property appraisal and tax collection systems and serve as a model for other counties.
- Continued the County's commitment to continuous improvement by reengineering key customer-facing processes in Public Health Services and Land Use permitting to cut red tape and provide faster service to customers. Also, outsourced the organization's Print & Records functions to improve efficiency for customers and taxpayers and established outcome-based performance measures in all departments.
- Established a new process to plan for and fund the facilities needed now and in the future by County residents. Also, to ensure that local residents have



adequate public facilities to meet their needs, built and opened two new libraries and a new North County animal shelter, acquired 344 additional acres of open space, and continued construction of a new Skilled Nursing Facility to serve our region's most vulnerable residents.

- Completed seven managed competition procurements to identify the most cost-effective way to provide quality mental health services to 5,000 clients and successfully managed the transition of all seven programs to either a new vendor or reengineered County program, achieving more than \$7.6 million in cost avoidance savings with no interruption in service.
- Conducted five elections during Fiscal Year 2005-06, with each election conducted in four languages, in compliance with all State and federal laws, and with 70% of precinct results reported by 11:30 p.m. election night.
- Took numerous steps to better prepare the region for emergencies: conducted the County's largest-ever, full-scale, multi-jurisdictional emergency drill; worked with unincorporated communities to prepare 10 community evacuation plans (in addition to the 12 prepared the previous year); placed two new fire-fighting helicopters into service; implemented the Fire Services Program providing additional funds to 16 fire agencies covering 39 fire stations; and worked aggressively with other agencies in the region to prepare comprehensive response plans for an influenza pandemic or other possible disease outbreaks.
- Vigorously advocated for the interests of San Diego County residents and businesses at the local, State, and federal level, obtaining State and federal funds for homeland security, public safety, reimbursement for winter storm costs and programs for seniors and youth. Also, successfully secured grants for habitat conservation planning, violence prevention program activities, infrastructure development planning and public safety communications infrastructure.
- Received recognition for government excellence at the local, State and national level. In Fiscal Year 2005-06, San Diego County:
  - Won 41 Achievements Awards from the National Association of Counties – the highest number of awards given to any county in the nation;
  - Received a California State Association of Counties Challenge Award for innovative Library management (One of only 10 awards given statewide for excellence in county administration);
  - Was ranked #2 on a list of the nation's most digital-savvy counties, according to the Center for Digital Government, the National Association of Counties (NACo) and Government Technology magazine. Also, saw key County executives recognized for technology achievements by the Center for Digital Government and Government Technology magazine.
  - Won the Crystal Award for Workplace Excellence from the San Diego Society for Human Resources and the San Diego Union-Tribune, and was nominated by County employees.
  - Received a 5<sup>th</sup> consecutive Excellence in Procurement Award from the National Purchasing Institute and National Institute of Government Purchasing, scoring in the top five counties nationwide for purchasing and contracting excellence.
  - Received recognition for Parks and Recreation excellence from the California Parks and Recreation Society and the National Association of County Parks and Recreation Officials.
  - Was selected to receive the 2005 Crumline Award, a prestigious national award given to one local environmental health agency each year for excellence and continual improvement in food safety.



Specific accomplishments relating to the County's three Strategic Initiatives and its Required Disciplines are listed in detail under individual County departments which report to the CAO through the County's five business groups.

### 2006-08 Objectives

#### Strategic Initiatives & Required Disciplines:

The Chief Administrative Office will continue to manage County operations using the fiscal disciplines outlined in the County's General Management System and will focus on improving business processes to provide more services with fewer dollars at a faster speed with a higher level of quality, as well as to efficiently and effectively implement all policy decisions made by the Board of Supervisors.

During Fiscal Years 2006-08, the CAO will manage the successful transition of contracted IT services from the Pennant Alliance to Northrop Grumman, the completion and implementation of the County's new Integrated Property Tax System, and will complete labor negotiations with 24 bargaining units.

The Chief Administrative Office will also oversee the timely completion of public facilities throughout the region, including the commencement of design and construction for a new regional Medical Examiner facility and the completion of the County's new Skilled Nursing Facility, along with the continued restoration of fire-damaged County parks, acquisition of open space for the region's Multiple Species Conservation Plans and various regional parks, construction of two new libraries and upgrades to the County's Emergency Operations Center.

Additionally, the Chief Administrative Office will also continue to enhance the County's ability to respond to and recover from emergencies, to ensure that the region is as prepared as possible for natural disasters, terrorist attacks or disease outbreaks.

Specific goals relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

### Changes from 2005-06 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes recommended by the Chief Administrative Officer.

#### Staffing

Proposes an increase of 0.50 staff years to fully fund a CAO Staff Officer position in the Office of Strategy and Intergovernmental Affairs.

#### Expenditures

Proposes an increase of \$0.15 million.

- Increase of \$0.14 million in Salaries and Benefits due to an allowance for negotiated and anticipated cost of living adjustments and full-funding of a CAO Staff Officer position.
- Increase of \$0.01 million in Services and Supplies associated with increased costs for the County's outside audit contract, memberships and webpage development.

#### Revenues

Proposes an increase of \$0.15 million.

- Increase in Charges of Current Services of \$0.01 million associated with increased reimbursement based on the cost allocation plan (as recommended in U.S. Office of Management and Budget Circular A-87: Cost Principles for State, Local, and Indian Tribal Governments).
- Increase of \$0.14 million in General Revenue Allocation to fund increases noted above.



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**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.





Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Executive Office	7.50	7.50	7.00	(6.67)	7.00
Office of Intergovernmental Affairs	4.00	4.00	5.00	25.00	5.00
Internal Affairs	4.00	4.00	4.00	0.00	4.00
Total	15.50	15.50	16.00	3.23	16.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Executive Office	\$ 1,606,021	\$ 1,655,227	\$ 1,720,996	3.97	\$ 1,764,166
Office of Intergovernmental Affairs	1,266,543	1,433,240	1,533,456	6.99	1,549,560
County Memberships and Audit	615,201	661,201	653,201	(1.21)	653,201
Internal Affairs	498,907	562,244	557,025	(0.93)	568,371
Total	\$ 3,986,672	\$ 4,311,912	\$ 4,464,678	3.54	\$ 4,535,298

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,159,813	\$ 2,377,284	\$ 2,520,560	6.03	\$ 2,576,962
Services & Supplies	1,806,859	1,914,628	1,924,118	0.50	1,958,336
Management Reserves	20,000	20,000	20,000	0.00	—
Total	\$ 3,986,672	\$ 4,311,912	\$ 4,464,678	3.54	\$ 4,535,298

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 20,000	\$ 20,000	\$ 20,000	0.00	\$ —
ChargesForCurrentServices	49,826	57,023	65,615	15.07	65,615
General Revenue Allocation	3,916,846	4,234,889	4,379,063	3.40	4,469,683
Total	\$ 3,986,672	\$ 4,311,912	\$ 4,464,678	3.54	\$ 4,535,298



# Auditor and Controller

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## Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. Also, the department performs independent operational, financial, and performance audits and oversees contracts for audit services. In addition, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and provides financial advisory support to the Board of Supervisors and the Chief Administrative Officer, advancing the goals and vision of the Board through use of the General Management System (GMS) and the County's Strategic Plan. Finally, the department provides cost effective and professional collection and accounts receivable management services to maximize recovery of funds due to the County.

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## Mission Statement

To provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.

## 2005-06 Accomplishments

### Required Discipline - Regional Leadership

- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector and the County Technology Office, the Auditor and Controller began in the replacement of the existing Property Tax System. The new Integrated Property Tax System (IPTS) will significantly improve assessment, collection and apportionment activities in the County.
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual

Financial Report (CAFR) and the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year Ended June 30, 2004.

- The Auditor and Controller's Office of Financial Planning received the Distinguished Budget Presentation Award from the GFOA for the two-year 2005-07 Operational Plan.
- Identified current and future revenue, cost and cash flow trends in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.

### Required Discipline – Skilled, Competent and Diverse Workforce

- Developed and updated the annual employee development plan. These individual plans outline the core competency training and development objectives for the fiscal year. The department will exceed their Fiscal Year 2005-06 goal of completing 80% of identified curriculum.



**Required Discipline - Fiscal Stability**

- Completed the County's CAFR for the Fiscal Year ending June 30, 2005.
- Facilitated quarterly fund balance projections throughout the year, demonstrating one of the County's strong fiscal management practices. The County's Unreserved, Undesignated General Fund balance at June 30, 2005 was \$264 million, a 23% increase over prior year.
- Distributed over \$1.5 billion in property taxes to school districts and taxing agencies and over \$121 million of tax increment revenue to redevelopment agencies.
- Processed 90% of County payments within 5 business days after receipt of invoice.
- Provided timely and accurate accounting, payment and collection services for County departments and external agencies that are compliant to County policies, procedures, laws and regulations.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, continued to maintain the County's strong credit ratings of AA- (Fitch and S&P) and A1 (Moody's).

**Required Discipline - Accountability /Transparency**

- Provided timely federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers to ensure accountability and transparency for San Diego County financial transactions. Completed and submitted 99% of all financial reports/disclosures on time.
- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance

across the enterprise, and a better use of resources. Expected to complete 100% of all mandatory audits, meeting objective.

- Facilitated the development of the two-year Operational Plan for Fiscal Years 2006-08.
- Acquired Continuous Auditing Software (CAS) to perform continuous monitoring and review of the County's financial systems.

**2006-08 Objectives**

**Required Discipline - Regional Leadership**

- Identify current and future revenue, cost and cash flow trends in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector and the County Technology Office, continue the implementation of the new IPTS, which will significantly improve assessment, collection and apportionment activities in the County.

**Required Discipline - Fiscal Stability**

- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are compliant to County policies, procedures, laws and regulations.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, continue to maintain the County's strong credit ratings of AA- (Fitch and S&P) and A1 (Moody's).

**Required Discipline - Accountability /Transparency**

- Provide timely federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers to ensure accountability and transparency for San Diego County financial transactions.



- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

### Changes from 2005-06 Adopted

#### Staffing

Proposes an increase of 12.00 staff years:

- Increase of 7.00 staff years from the Finance and General Government Group to manage Oracle sustaining efforts.
- Increase of 3.00 staff years from the Finance and General Government Group to manage the KRONOS time keeping system sustaining efforts in the Payroll Division.
- Increase of 2.00 staff years to implement and sustain the Continuous Audit Software (CAS) activities in the Audits and Advisory Services Division.

#### Expenditures

Proposes a net increase of \$1.9 million.

- Increase of \$2.3 million in Salaries and Benefits due to the additional staff years and to reflect an allowance for negotiated or anticipated cost of living adjustments.

- Net decrease of \$0.4 million in Services and Supplies due to the discontinuance of a prior year contract for the Revenue Plus Collections System (RPCS).

#### Revenues

Proposes a net increase of \$1.9 million.

- Decrease of \$0.3 million in Charges for Current Services due to a discontinuance of collections for damages for fraud revenue and a re-structure of Revenue and Recovery's Internal Revenue Service (IRS) Intercept accounting activity.
- Net Increase in Miscellaneous Revenue of \$0.2 million in the Revenue and Recovery Division due to a re-structure of Revenue and Recovery's Internal Revenue Service (IRS) Intercept accounting activity and a reduction in miscellaneous revenue in the Central Projects and Accounting Services Division due to a decrease in anticipated revenues for Fiscal Year 2006-07
- Decrease of \$0.4 million in Fund Balance is due to the completion of one-time projects in Fiscal Year 2005-06.
- Increase of \$2.4 million in General Revenue Allocation to fund expenditures noted above.

#### Significant Changes in Fiscal Year 2007-08

No significant changes are proposed.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Planning – Percent difference between projected and actual General Purpose Revenues <sup>1</sup>	N/A	3%	13%	2.5%	2.5%
Planning – Project General Fund Cash Flows within 2% of Arbitrage limits Target:% within Arbitrage limits. <sup>2</sup>	N/A	2%	2%	1%	1%
Processing – Percent of County payments processed within 5 days of receipt of invoice in Accounts Payable	N/A	90%	90%	92%	92%
Reporting – Percent of financial reports/disclosures submitted on time	N/A	95%	99%	100%	100%
Auditing – Percent of audit recommendations implemented in current fiscal year	N/A	90%	90%	92%	92%

<sup>1</sup>Actual General Purpose Revenues are projected to exceed budget by 13%. This is attributable to increased property tax revenues that have exceeded projections due to a continued strong real estate market. These factors have been included in the General Purpose Revenue projections for 2006/07 and 2007/08.

<sup>2</sup> Project General Fund Cash Flows – This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Note borrowing program, (TRANS). General Fund Cash flow projections must be accurate to meet arbitrage limit or the County could incur penalties by paying back interest earned.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Audits	15.00	15.00	17.00	13.33	17.00
Office of Financial Planning	11.00	12.00	12.00	0.00	12.00
Controller Division	102.00	97.00	105.00	8.25	105.00
Revenue and Recovery	106.00	105.50	105.50	0.00	105.50
Administration	22.00	22.50	24.50	8.89	24.50
Total	256.00	252.00	264.00	4.76	264.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Audits	\$ 1,833,187	\$ 2,079,815	\$ 2,529,040	21.60	\$ 2,599,915
Office of Financial Planning	1,607,311	1,982,158	2,330,624	17.58	2,199,461
Controller Division	9,259,882	9,155,670	11,486,255	25.46	11,642,457
Revenue and Recovery	9,369,900	10,369,703	9,746,791	(6.01)	9,727,547
Administration	3,558,602	4,427,931	3,862,608	(12.77)	3,757,981
Total	\$ 25,628,882	\$ 28,015,277	\$ 29,955,318	6.92	\$ 29,927,361

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 18,536,932	\$ 19,774,873	\$ 22,085,054	11.68	\$ 22,623,303
Services & Supplies	6,871,950	8,020,404	7,660,264	(4.49)	7,304,058
Capital Assets Equipment	—	20,000	10,000	(50.00)	—
Management Reserves	200,000	200,000	200,000	0.00	—
Total	\$ 25,628,882	\$ 28,015,277	\$ 29,955,318	6.92	\$ 29,927,361

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 200,000	\$ 900,000	\$ 500,000	(44.44)	\$ —
Charges For Current Services	6,667,920	6,236,205	5,941,187	(4.73)	5,941,187
Miscellaneous Revenues	626,776	335,500	555,500	65.57	555,500
General Revenue Allocation	18,029,186	20,543,572	22,958,631	11.76	23,430,674
Total	\$ 25,628,882	\$ 28,015,277	\$ 29,955,318	6.92	\$ 29,927,361





# County Technology Office



## Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Outsourcing contract and provides strategic direction, operational planning, and support to user departments.

## Mission Statement

To provide Information Technology support to County Departments so that they may continue to provide superior services to the citizens of San Diego County.

## 2005-06 Accomplishments

### Required Discipline - Information Technology

- Successfully competed, negotiated, and awarded a new IT Outsourcing Agreement.
- Provided enterprise and department planning which enables County departments to leverage common technologies, conform to County IT standards, and implement best-value solutions (for delivery of services).
- Managed the final deployment for the remaining modules of the Enterprise Resource Planning (ERP) system and the development of the Integrated Property Tax System.

### Required Discipline - Essential Infrastructure

- Provided the IT infrastructure and applications service model to support departmental needs.
- Provided technology management services that enabled County departments to successfully implement planned projects 90% on time and 93% within budget.

### Required Discipline - Customer Satisfaction

- Provided technology (IT) support that allows County departments to deliver uninterrupted services to their customers.

## Required Discipline - Fiscal Stability

- Provided oversight to the County's Technology Outsourcing Contract in order to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

## 2006-08 Objectives

### Required Discipline - Information Technology

- Provide technology management services that will enable the County to transition all services to the new Outsourcing provider.
- Continue to manage the implementation of the Integrated Property Tax System.

### Required Discipline - Essential Infrastructure

- Provide technology management services that enable County departments to successfully implement projects on time, within budget, and that work as planned.

### Required Discipline - Customer Satisfaction

- Provide information technology (IT) support that allows County departments to deliver uninterrupted services to their customers. Target: 95%.

### Required Discipline - Fiscal Stability

- Provide IT planning support for the IT information managers (ITIMs) to ensure application investments target higher business value and lower IT costs.



- Provide oversight to the County's IT Outsourcing Contract to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

**Required Discipline – Continuous Improvement**

- Contribute in the planning and technical support of the departments Business Process Re-engineering initiatives.

**Required Discipline – Regional Leadership**

- Present outsourcing strategies and lessons learned with other agencies through State and local committees, conferences, and professional organizations.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes a net increase of \$6.1 million.

- Increase of \$0.08 million in Salaries & Benefits due to an allowance for anticipated cost of living adjustments and an increase in workers' compensation costs.
- A net increase of \$6.3 million in Services and Supplies primarily due to increases related to the maintenance and support cost of enterprise servers and higher than anticipated departmental budgets for IT costs. This increase is offset by a decrease in expenditures related to

the Courts no longer participating in certain contract services and a decrease in expenditures resulting from a fixed price payment for the Enterprise Resource Planning Systems.

- Decrease of \$0.3 million in Management Reserves as a result of completing a contract for new IT outsourcing services.

**Revenues**

Proposes a net increase of \$6.1 million.

- Decrease of \$7.8 million in Intergovernmental Revenues is due to a decrease in revenues received from the Courts for IT contract services.
- Increase of \$22.6 million in Charges for Current Services is due to an increase in anticipated departmental funding for IT costs.
- Decrease of \$9.8 million in Other Financing Sources is related to the decrease in costs for the Enterprise Resource Planning Systems.
- Decrease of \$0.3 million in Fund Balance is due to the completion of one-time projects in Fiscal Year 2005-06.
- Increase of \$1.4 in General Revenue Allocation is to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

Proposes a decrease of \$14.7 million primarily due to reduced departmental IT budgets in the second year.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Number of County departments receiving IT Planning Support Services <sup>1</sup>	N/A	20	23	25	25
% Of projects implemented on time <sup>1/3</sup>	N/A	95%	90% <sup>2</sup>	N/A	N/A
% Of projects implemented within budget <sup>1/3</sup>	N/A	95%	93% <sup>2</sup>	N/A	N/A
% Of projects implemented on time and within budget <sup>4</sup>	N/A	N/A	N/A	95%	95%
% Of Customers who report satisfaction with Contactor Support Services <sup>1</sup>	N/A	90%	94.6%	95%	95%
% Of Contract Disputes resolved within Contract Specified Timeframes <sup>1</sup>	N/A	95%	96.4%	N/A	N/A
Ensure forecasted annual IT Outsourcing costs are not exceeded. Target: Meet forecast - 100% <sup>4</sup>	N/A	N/A	N/A	100%	100%
Number of presentations and communications regarding outsourcing strategies and lessons learned <sup>4</sup>	N/A	N/A	N/A	4	6

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> Goals were not met due to lack of experience with new technology and flaws in estimating process. Processes are changing with new Outsourcing provider in order to meet goals for next year.

<sup>3</sup> These measures will be discontinued and combined into one measure.

<sup>4</sup> These measures are new as of Fiscal Year 2006-07 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
CTO Office	17.00	15.00	15.00	0.00	15.00
Total	17.00	15.00	15.00	0.00	15.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
CTO Office	\$ 4,811,698	\$ 8,645,060	\$ 9,870,949	14.18	\$ 6,739,275
Information Technology Internal Service Fund	111,765,537	113,947,954	118,813,139	4.27	107,212,260
Total	\$ 116,577,235	\$ 122,593,014	\$ 128,684,088	4.97	\$ 113,951,535

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,490,207	\$ 2,522,866	\$ 2,600,956	3.10	\$ 2,676,417
Services & Supplies	113,887,028	119,570,148	125,883,132	5.28	111,275,118
Management Reserves	200,000	500,000	200,000	(60.00)	—
Total	\$ 116,577,235	\$ 122,593,014	\$ 128,684,088	4.97	\$ 113,951,535

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 4,700,000	\$ 3,900,000	\$ 3,624,956	(7.05)	\$ 1,000,000
Intergovernmental Revenues	10,647,500	10,562,000	2,710,000	(74.34)	2,710,000
Charges For Current Services	90,530,981	93,296,848	115,915,039	24.24	105,159,160
Miscellaneous Revenues	3,500	4,000	500	(87.50)	500
Other Financing Sources	8,136,450	10,638,000	845,000	(92.06)	—
General Revenue Allocation	2,558,804	4,192,166	5,588,593	33.31	5,081,875
Total	\$ 116,577,235	\$ 122,593,014	\$ 128,684,088	4.97	\$ 113,951,535

# Civil Service Commission



## Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

## Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

## 2005-06 Accomplishments

### Required Discipline – Customer Satisfaction

- Maintained a positive customer satisfaction rating of 95%, meeting the goal of 95%.
- Provided our customers with prompt hearings that were fair, impartial, and efficient, resulting in legally sound decisions.
- Expanded the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.
- Worked with the Department of Human Resources, Labor Relations and County Counsel in the appropriate application of the Civil Service Rules.
- Completed the automation of current and past Commission meeting minutes and case findings into an easily searchable database.

### Required Discipline – Accountability/Transparency

- Maintained the number of Commission decisions overturned by the Court below 10% of all decisions, meeting the goal of 10%.

- Ensured all decisions made by the Commission took into consideration fairness, due process, and County liability. The decisions were thoroughly reviewed by Commissioners, staff and County Counsel.

### Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%, meeting the goal of 5%.
- Commission staff successfully completed training relating to: Kronos timekeeping system, Oracle Financials system, Procurement Card use and administration, County Counsel legal workshops, Administrative Academy, Departmental Personnel Officer certification, performance measures workshop, various computer courses and professional human resources seminars.

## 2006-08 Objectives

### Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide our customers with prompt hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Expand the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.



- Ensure proper referral of 100% of inquiries.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives.

**Required Discipline – Accountability/Transparency**

- Ensure all decisions made by the Commission will take into consideration fairness, due process, and County liability. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.
- Work with other County departments to ensure mutual understanding of personnel record maintenance practices.
- Disseminate at least 85% of Commission decisions within 48 hours of Commission approval.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Increase the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%.
- Continue staff training in human resources, computer technology and pertinent legal updates.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes an increase of \$0.06 million.

- Increase in Salaries and Benefits to reflect an allowance for negotiated or anticipated cost of living adjustments and in Service and Supplies for minor office improvements.

**Revenues**

Proposes an increase of \$0.06 million.

- Increase in Charges for Current Services and General Revenue Allocation to fund expenditures noted above.
- Increase in Fund Balance to fund one-time expenses.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Positive Customer Satisfaction Rating	98%	95%	95%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing <sup>1</sup>	N/A	5%	5%	5%	5%
% Commission Decisions Disseminated within 48 Hours of Commission Approval <sup>2</sup>	N/A	N/A	N/A	85%	85%
% Commission Decisions Overturned by Court <sup>2</sup>	0%	< 10%	< 10%	N/A	N/A

<sup>1</sup> New Performance measure effective Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> The “% Commission Decisions Overturned by Court” measure will be replaced by “% Commission Decisions Disseminated within 48 Hours of Commission Approval”, effective Fiscal Year 2006-07.



Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Civil Service Commission	4.00	4.00	4.00	0.00	4.00
Total	4.00	4.00	4.00	0.00	4.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Civil Service Commission	\$ 412,766	\$ 563,318	\$ 619,976	10.06	\$ 592,548
Total	\$ 412,766	\$ 563,318	\$ 619,976	10.06	\$ 592,548

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 353,956	\$ 439,898	\$ 462,081	5.04	\$ 473,266
Services & Supplies	48,810	113,420	113,895	0.42	119,282
Management Reserves	10,000	10,000	44,000	340.00	—
Total	\$ 412,766	\$ 563,318	\$ 619,976	10.06	\$ 592,548

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 10,000	\$ 10,000	\$ 44,000	340.00	\$ —
Charges For Current Services	31,031	38,929	50,165	28.86	50,165
General Revenue Allocation	371,735	514,389	525,811	2.22	542,383
Total	\$ 412,766	\$ 563,318	\$ 619,976	10.06	\$ 592,548



# 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 (CAC), 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.

## 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.

## 2005-06 Accomplishments

### Required Discipline – Information Technology

- Assisted the County in maintaining a fair and equitable property tax system by providing an accurate quality review process of property tax assessment appeal applications received and prompt entry into the computer database.

### Required Discipline – Customer Satisfaction

- Improved customer service quality as demonstrated by increased scores on the Clerk of the Board internal customer satisfaction surveys.
- Provided rapid public access to Board of Supervisors actions through timely approval of draft Board of Supervisor meeting Statements of Proceedings

### Required Discipline – Fiscal Stability

- Reduced long-term equipment replacement costs at the County Administration Center through on-schedule completion of preventive maintenance work orders on major mechanical equipment.

### Required Discipline – Continuous Improvement

- Reviewed and monitored the request process for Board of Supervisor records to assure timely response.

## 2006-08 Objectives

### Required Discipline – Customer Satisfaction

- Develop and conduct at least four training sessions on elements of customer service, Frequently Asked Questions (FAQ), and mission critical tasks to improve knowledge and skills of the team.

### Required Discipline – Fiscal Stability

- Decrease water consumption in landscaping at the County Administration Center by implementing recommendations from the San Diego Water Authority survey recently conducted.



**Required Discipline – Continuous Improvement**

- Revise the Boards, Committees & Commissions process through the analysis of business needs and identification of new technology that may improve these processes.
- Prepare for the replacement of the Document Management System in an effort to make documents readily accessible to departments and the public.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes an increase of \$0.1 million.

- Increase in Salaries and Benefits of \$0.1 million reflects an allowance for negotiated or anticipated cost of living adjustments.

**Revenues**

Proposes an increase of \$0.1 million.

- Increase of \$0.1 million in General Revenue Allocation to fund expenditure increases noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes proposed.

<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Average score on internal customer surveys <sup>1</sup>	4.9	4.7	4.8	4.9	4.9
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	100%	100%	100%	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	90%	90%	92%	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	91%	90%	91%	92%	92%
Percent of record requests responded to within 10 days of receipt	100%	100%	100%	100%	100%

<sup>1</sup> Scale of 1-5, with 5 being “Excellent”.



**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Legislative Services	10.00	11.00	11.00	0.00	11.00
CAC Facilities Services	11.00	10.00	10.00	0.00	10.00
Public Services	11.00	11.00	11.00	0.00	11.00
Executive Office	5.00	5.00	5.00	0.00	5.00
<b>Total</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>0.00</b>	<b>37.00</b>

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Legislative Services	\$ 794,355	\$ 932,279	\$ 948,858	1.78	\$ 995,882
CAC Facilities Services	3,065,188	3,686,418	3,720,848	0.93	3,667,869
Public Services	786,938	861,740	882,599	2.42	916,731
Executive Office	948,138	965,817	996,949	3.22	833,707
<b>Total</b>	<b>\$ 5,594,619</b>	<b>\$ 6,446,254</b>	<b>\$ 6,549,254</b>	<b>1.60</b>	<b>\$ 6,414,189</b>

**Budget by Categories of Expenditures**

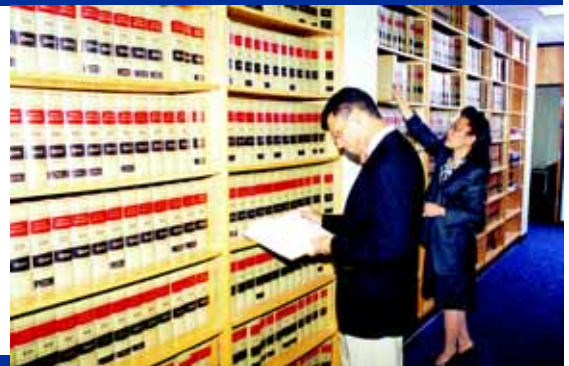
	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 2,648,627	\$ 2,841,243	\$ 2,922,691	2.87	\$ 3,056,782
Services & Supplies	2,770,992	3,430,011	3,451,563	0.63	3,382,407
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	(25,000)	0.00	(25,000)
Management Reserves	200,000	200,000	200,000	0.00	—
<b>Total</b>	<b>\$ 5,594,619</b>	<b>\$ 6,446,254</b>	<b>\$ 6,549,254</b>	<b>1.60</b>	<b>\$ 6,414,189</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 200,000	\$ 200,000	\$ 200,000	0.00	\$ —
Revenue From Use of Money & Property	—	20,000	20,000	0.00	20,000
ChargesForCurrentServices	136,619	345,750	345,750	0.00	345,750
MiscellaneousRevenues	40,170	40,170	40,170	0.00	40,170
General Revenue Allocation	5,217,830	5,840,334	5,943,334	1.76	6,008,269
Total	\$ 5,594,619	\$ 6,446,254	\$ 6,549,254	1.60	\$ 6,414,189

# 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 serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include the County Counsel's representation of the County Health and Human Services Agency (HHSA) in juvenile dependency matters in Juvenile Court. County Counsel also, on a case-by-case basis provides legal services to certain school districts and special districts, which are provided on a fee basis. The County Counsel also oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

## Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

## 2005-06 Accomplishments

### All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

County Counsel provided quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel met or exceeded the goals by accomplishing the following in furtherance of this objective:
    - Completed 100% of all advisory assignments for the Board of Supervisors and CAO.
    - Completed 97% of all advisory assignments for all County departments, exceeding the goal of 95%.
  - Completed 100% of all draft Environmental Impact Reviews within 30 days.
- Represented the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.
- County Counsel met or exceeded the goals by accomplishing the following in furtherance of this objective:
    - Won over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
    - Prevailed in court in over 90% of all lawsuits filed against the County.
    - Obtained over 90% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
    - Handled 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.



- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represented HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevailed in court in 98% of all juvenile dependency petitions in contested jurisdictional trials, exceeding the goal of 95%.
- Represented HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevailed in over 90% of all appeals/writs filed in the Court of Appeal.

Provided education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel accomplishing the following in furtherance of this objective:
  - Provided over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
  - Provided over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2005-06 to specifically address risk management issues.
  - Issued 12 or more County Counsel Special Bulletins during Fiscal Year 2005-06 to inform County officials of new developments involving court rulings and new legislation.

**Required Discipline – Regional Leadership**

County Counsel accomplished the following objectives by taking a leadership role in the region:

- Served as an officer on the Board of Directors of the County Counsels’ Association of California through the end of September 2005.
- Served as the County Counsels’ Association representative to the CSAC Board of Directors and Executive Committee.
- Served as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- Participated as presenters in 12 Mandatory Continuing Legal Education training sessions provided to members of legal professional organizations, such as the County Counsels’ Association of California.
- Served as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys’ staff and County Counsel staff.
- County Counsel attorneys were involved in activities of the San Diego County Bar Association.

**2006-08 Objectives**

**All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities**

County Counsel will provide quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Complete timely 100% of all advisory assignments for the Board of Supervisors and CAO.
  - Complete timely over 95% of all advisory assignments for all County departments.
  - Complete timely 100% of all draft Environmental Impact Reviews within 30 days.



County Counsel will aggressively represent the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Take to court over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
  - Prevail in court in over 90% of all lawsuits filed against the County.
  - Obtain over 90% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
  - Handle 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.
  - Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
  - Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
  - Prevail in court in over 95% of all juvenile dependency petitions in contested jurisdictional trials.
  - Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
  - Prevail in over 90% of all appeals/writs filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Provide over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
  - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2005-06 to specifically address risk management issues.
  - Issue 12 or more County Counsel Special Bulletins during Fiscal Year 2005-06 to inform County officials of new developments involving court rulings and new legislation.

**Required Discipline – Regional Leadership**

County Counsel will strive to accomplish the following objectives by taking a leadership role in the region:

- County Counsel will serve as the County Counsels’ Association representative to the CSAC Board of Directors and Executive Committee.
- County Counsel also will serve as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and Opinion Overview Committee.
- County Counsel attorneys will serve as members on the following committees of the County Counsels’ Association: Conflict of Interests Committee, Court Facilities Committee, Electronic Communications Committee, Native American Tribal Lands Committee, and Statewide Tax Liaison Committee.



- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education training sessions provided to members of legal professional organizations, such as the County Counsels' Association of California.
- County Counsel will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.
- County Counsel attorneys will be involved in activities of the San Diego County Bar Association.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes an increase of 1.00 staff year to provide additional paralegal support to the Public Administrator/Public Guardian program to meet the increasing needs of the expanded legal staff.

**Expenditures**

Proposes an increase of \$1.6 million.

- Increase of \$0.6 million in Salaries and Benefits reflects an allowance for negotiated or anticipated cost of living adjustments and cost of the additional staff year.
- Increase of \$0.6 million in Management Reserves is to set aside funds for the implementation of a new document management system to improve and enhance current documentation processes.

**Revenues**

Proposes an increase of \$1.6 million.

- Increase of \$0.4 million in Charges for Current Services is primarily due to increases in departmental reimbursement for public liability and workers' compensation legal defense services.
- Increase of \$0.6 million in Fund Balance to fund the increase in Management Reserves.
- Increase of \$0.6 million in General Revenue Allocation to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.





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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Percent of resolved court cases filed against the County in which County will prevail	98%	90%	90%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	72%	70%	70%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	98%	95%	97%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	99%	95%	98%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	88%	90%	90%	90%	90%



**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
County Counsel	135.00	138.00	139.00	0.72	139.00
Total	135.00	138.00	139.00	0.72	139.00

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
County Counsel	\$ 19,071,831	\$ 19,691,493	\$ 21,247,231	7.90	\$ 21,286,515
Total	\$ 19,071,831	\$ 19,691,493	\$ 21,247,231	7.90	\$ 21,286,515

**Budget by Categories of Expenditures**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 17,807,844	\$ 18,543,162	\$ 19,176,957	3.42	\$ 19,850,567
Services & Supplies	1,255,678	1,278,796	1,462,988	14.40	1,634,443
Expenditure Transfer & Reimbursements	(191,691)	(330,465)	(192,714)	(41.68)	(198,495)
Management Reserves	200,000	200,000	800,000	300.00	—
Total	\$ 19,071,831	\$ 19,691,493	\$ 21,247,231	7.90	\$ 21,286,515

**Budget by Categories of Revenues**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 200,000	\$ 200,000	\$ 800,000	300.00	\$ —
ChargesForCurrentServices	8,236,887	7,982,286	8,386,658	5.07	8,550,641
MiscellaneousRevenues	209,340	339,796	276,664	(18.58)	273,464
General Revenue Allocation	10,425,604	11,169,411	11,783,909	5.50	12,462,410
Total	\$ 19,071,831	\$ 19,691,493	\$ 21,247,231	7.90	\$ 21,286,515

# 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 and one part-time assistant.

## 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.

## 2005-06 Accomplishments

### Strategic Initiative – Kids, Environment and Safe and Livable Communities

- Reviewed, prioritized, and investigated all significant citizens complaints, issues and other County matters of civil concern brought before the Grand Jury. There were 158 Criminal Grand Jury indictments and 75 Civil Complaints brought before the Grand Jury.
- Supported the District Attorney with timely hearings on criminal matters.

## 2006-08 Objectives

### Strategic Initiative – Kids, Environment and Safe and

## Livable Communities

- Review, prioritize, and investigate all significant citizens complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel.
- Support the District Attorney with timely hearings on criminal matters.

## Changes from 2005-06 Adopted

### Staffing

Proposes no changes in staffing.

### Expenditures

Proposes minor expenditure changes.

### Revenues

Proposes minor revenue changes.

## Significant Changes in Fiscal Year 2007-08

No significant changes anticipated.



**Staffing by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Grand Jury	1.00	1.00	1.00	0.00	1.00
Total	1.00	1.00	1.00	0.00	1.00

**Budget by Program**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Grand Jury	\$ 511,630	\$ 570,283	\$ 583,462	2.31	\$ 568,195
Total	\$ 511,630	\$ 570,283	\$ 583,462	2.31	\$ 568,195

**Budget by Categories of Expenditures**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 98,947	\$ 127,336	\$ 131,620	3.36	\$ 133,544
Services & Supplies	392,683	422,947	431,842	2.10	434,651
Management Reserves	20,000	20,000	20,000	0.00	—
Total	\$ 511,630	\$ 570,283	\$ 583,462	2.31	\$ 568,195

**Budget by Categories of Revenues**

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 20,000	\$ 20,000	\$ 20,000	0.00	\$ —
General Revenue Allocation	\$ 491,630	\$ 550,283	\$ 563,462	2.39	\$ 568,195
Total	\$ 511,630	\$ 570,283	\$ 583,462	2.31	\$ 568,195

# 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 workers' compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

## Mission Statement

Provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

## 2005-06 Accomplishments

### Required Discipline – Skilled, Competent and Diverse Workforce

- Received the Crystal Award for Workplace Excellence recognizing the County as an “employer of choice” by the local chapter of the Society of Human Resource Management for workplace safety efforts, technology and human resources service delivery and for human resources professionals’ training.
- Provided County departments with qualified applicants for employment so that they can build a workforce that can deliver superior services to residents of San Diego County by processing over 40,000 applications. This is an increase of 33% over the previous year, resulting in a 53% increase in the number of qualified candidates.
- Marketed County employment opportunities in order to attract and build a diverse, qualified pool of candidates so that departments may continue to deliver superior services to the residents of San Diego County.
- Delivered competitive and sustainable pay and benefit options to San Diego County departments so they can employ qualified individuals and make the best use of taxpayer dollars by broadening the County’s ability to attract experienced candidates through enhanced compensation guidelines.
- Established a certification program in support of established competencies for all San Diego County human resources professionals.
- Provided effective communications, prompt conflict resolutions, and labor negotiations on behalf of the County in order to maintain a stable and competitive workforce, promote good employee relations, and maintain an environment that supports excellence.
- Delivered legally mandated training and documentation to ensure employees and volunteers follow fair labor and safety practices which support the delivery of efficient, quality services to San Diego County residents through training and risk identification/mitigation services for departments which resulted in approximately 106 fewer injuries and 10,000 fewer lost hours of productivity than the prior year.



- Provided professional development opportunities to 7,000 employees that allow San Diego County employees to excel in their current jobs so that they can continue to deliver quality services to San Diego County residents through the delivery of an array of courses as part of the employee development program.
  - Conducted individual meetings with employees, impacted by the outsourcing of printing services, to deliver career planning that supported the County's workforce needs and maximized employee potential and promoted continuity of knowledge, reduced turnover, and increased cross-organizational career opportunities, that support the delivery of quality services to the community. Successfully placed all employees desiring to remain employed.
  - Provided timely and innovative program guidance, direction and tools to the leadership of San Diego departments so that they can foster employee commitment, loyalty and motivation as well as promote performance by providing approximately 877 managers with training on performance measurement enhancing the allocation of resources and enabling more effective decision making based on quantifiable service delivery outcomes.
  - Provided effective communications, prompt conflict resolutions, and labor negotiations on behalf of elected officials, County leadership, and employees in order to maintain a stable and competitive workforce, minimize exposure, promote good workforce relations, and create an environment that supports excellence. This was accomplished through attending 75 labor management meetings, conducting trainings for 731 employees and negotiating seven Letters of Understanding for County departments.
  - Supported succession planning across the organization through the delivery of leadership, management and supervisory academies attended by 222 employees.
  - Ensured compliance with new State mandate by providing two-hour sexual harassment prevention training program to 73% of the organization's employees in supervisory positions.
- Required Discipline-Fiscal Stability**
- Negotiate fiscally prudent successor agreements with twenty (20) bargaining units and six (6) employee organizations by July 1, 2006.
- Required Discipline – Information Technology**
- Increased departments' ability to manage employees training needs by initiating the implementation of a Learning Management System. The project technical requirements have been defined and a cost estimate generated by the vendor. Implementation timeline to be developed by June 30, 2006.
  - Converted all employee paper personnel, benefit and performance review records to electronic files resulting in a more efficient and effective document management system.
  - Supported the final deployment of Kronos timekeeping system.
  - Provided 50 County-wide training sessions to 443 employees on PeopleSoft 8.8 use and functionality.
- Required Discipline – Continuous Improvement**
- Improved, at no additional cost, employee benefit program improvements in pharmacy benefits and flexible spending accounts program.
  - Updated business rules to ensure compliance with the PeopleSoft 8.8 human resources application upgrade.
  - Provided lunch-time wellness seminars for 166 participants in partnership with a non-profit organization to promote healthy eating habits and to reduce long-term adverse implications associated with chronic diseases.



**2006-08 Objectives**

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Provide County departments with qualified applicants for employment so that they can build a workforce that can deliver superior services to residents of San Diego County.
- Market County employment opportunities in order to attract and build a diverse, qualified pool of candidates so that departments may continue to deliver superior services to residents of San Diego County by surveying departments for their overall satisfaction of the recruitment process.
- Provide executives, managers and professional staff with the requisite knowledge for interpreting and implementing successor MOAs for twenty-four (24) different bargaining units through presentations, summaries and handouts.
- Develop an online application review program with the capability to reduce departmental staff time and expense when reviewing applications for candidates on eligible lists by June 30, 2006 contingent upon the vendor adhering to the agreed upon project timeline.
- Provide professional development opportunities by offering 80 training classes and 9 academies during fiscal year 06-07 for San Diego County Employees to excel in their current jobs and can continue to deliver quality services to San Diego County residents.
- Deliver career planning that supports the County's workforce needs and maximizes employee potential, which will promote continuity of knowledge, reduce turnover, and increase cross-organizational career opportunities, in order to continue to support the delivery of quality services to the community.

**Required Discipline – Fiscal Stability**

- Implement fiscally prudent successor agreements with twenty-four (24) bargaining units.

**Required Discipline – Information Technology**

- Continue to develop County departments' electronic access to Human Resource data through enhancements to Documentum including departmental access to employee master files and various sort capabilities; and the DHR Internet Jobs website.
- Improve open enrollment process through the implementation of an automated open enrollment system.
- Ensure the appropriate tracking of Human Resources performance measures by using Performance Based (PB) Views software application performance measure tracking tool to measure actual progress in meeting established goals.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes an increase of \$2.3 million.

- Increase of \$0.7 million in Salaries and Benefits reflects an allowance for negotiated or anticipated cost of living adjustments.
- Increase of \$1.7 million in Services and Supplies due to an increase in insurance cost and increased costs due to the implementation of new employee development programs.

**Revenues**

Proposes an increase of \$2.3 million.



- Decrease of \$0.13 million in Charges for Current Services associated with decreased reimbursement based on the cost allocation plan (as recommended in U.S. Office of Management and Budget Circular A-87: Cost Principles for State, Local, and Indian Tribal Governments).
- Increase of \$0.3 million in Miscellaneous Revenues reflects funding for the Salaries and Benefit increases for those staff administering Workers' Compensation and Unemployment.

- Increase of \$1.4 million in Fund Balance to fund one-time information technology projects as part of the employee development programs.
- Increase of \$0.8 million in General Revenue Allocation to fund increased costs noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are proposed.

Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
% of classification activity requests completed within prescribed timeframe	91%	85%	89%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division (Scale of 1-5) <sup>2</sup>	5.0	4.5	4.62	4.5	4.5
% of grievances filed for arbitration that are resolved without going to hearing	90%	80%	80%	80%	80%
% of recruitment plan/service agreements/timelines are met <sup>1</sup>	N/A	89%	92%	89%	89%
Overall satisfaction rating with employment lists (Scale of 1-5) <sup>1</sup>	N/A	4	4.1	4	4
% of key users who have been trained on reports/queries <sup>1</sup>	N/A	100%	100%	100%	100%
% reduction on Countywide Workers' Compensation costs compared to prior year	6.2%	5%	5.4%	5%	5%

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> The methodology of the rating measure has changed to a scale of 1-5 versus a percentage.





Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Department of Human Resources	112.00	118.00	118.00	0.00	118.00
Total	112.00	118.00	118.00	0.00	118.00

Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Department of Human Resources	\$ 18,234,661	\$ 19,527,623	\$ 21,859,300	11.94	\$ 20,813,819
Total	\$ 18,234,661	\$ 19,527,623	\$ 21,859,300	11.94	\$ 20,813,819

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 10,249,166	\$ 11,034,208	\$ 11,650,666	5.59	\$ 11,998,980
Services & Supplies	7,785,495	8,293,415	10,008,634	20.68	8,814,839
Management Reserves	200,000	200,000	200,000	0.00	—
Total	\$ 18,234,661	\$ 19,527,623	\$ 21,859,300	11.94	\$ 20,813,819

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 586,836	\$ 200,000	\$ 1,566,000	683.00	\$ 275,000
Charges For Current Services	837,143	1,063,460	930,642	(12.49)	930,642
Miscellaneous Revenues	5,751,402	5,885,476	6,180,254	5.01	6,265,531
General Revenue Allocation	11,059,280	12,378,687	13,182,404	6.49	13,342,646
Total	\$ 18,234,661	\$ 19,527,623	\$ 21,859,300	11.94	\$ 20,813,819



# Media and Public Relations



## Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) 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 County communications, including media relations, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County government access cable channel. The department also administers the County's franchise agreements with cable television companies operating within unincorporated areas.

## Mission Statement

To build taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

## 2005-06 Accomplishments

### Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Educated San Diego County residents, decision-makers and media on the scope, role, and benefits of County government so that they may get the most out of government services and improve the overall quality of life in San Diego County.
  - Produced and aired 90 programs, segments, or Public Service Announcements (PSA) highlighting County Strategic Initiative programs and services, meeting the goal.
- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure that the questions and concerns of the public are addressed.
  - Provided 13 media trainings to County departments, enabling departments to enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate, exceeding the goal of nine trainings.
- Enabled taxpayers, the public and County employees to understand, make use of and trust County government by collecting, and promoting County performance stories.
  - Placed more than 300 stories about the County's Strategic Initiatives or performance results through the media, exceeding the goal of 100 stories.
- Provided multiple means of connecting experts to the media, to ensure that the public has the information that it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
  - Met 85% of DMPR benchmarks for each emergency response drill in Fiscal Year 2005-06, meeting the goal of 85%.



**2006-08 Objectives**

**Strategic Initiatives – Kids, The Environment, Safe and Livable Communities**

- Educate San Diego County residents, decision-makers and media on the scope, role, and benefits of County government so they may get the most out of government services and improve the overall quality of life in San Diego County.
  - Produce and air 90 programs, segments or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2006-07 and 2007-08.
- Provide timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure the questions and concerns of the public are addressed.
  - Provide at least nine media trainings to County departments in each of the Fiscal Years 2006-07 and 2007-08, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
- Enable taxpayers, the public and County employees to understand, make use of and trust County government by collecting, and promoting County performance stories.
  - Place at least 200 stories about the County’s Strategic Initiatives or performance stories through the media in each of the Fiscal Years 2006-07 and 2007-08.
- Provide multiple means of connecting experts to the media, to ensure that the public has the information it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in

County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.

- Meet at least 90% of DMPR benchmarks for each emergency response drill in Fiscal Year 2006-07 and 2007-08.

**Changes from 2005-06 Adopted**

**Staffing**

Proposes no changes in staffing.

**Expenditures**

Proposes a net increase of \$0.2 million.

- Increase of \$0.1 million in Salaries and Benefits due to an allowance for anticipated or negotiated cost of living adjustments.
- Decrease of \$0.1 million in Services and Supplies and Capital Assets Equipment due to elimination of one-time cable television costs.
- Increase of \$0.2 million in Management Reserves to set aside funds for unexpected future costs.

**Revenues**

Proposes a net increase of \$0.2 million.

- Slight decrease in Licenses, Permits, and Franchises due to a reduction in cable television revenues,
- Increase of \$2.0 million in Fund Balance to provide funding for Management Reserve increase.

**Significant Changes in Fiscal Year 2007-08**

There are no significant changes proposed.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Estimated Actual	2006-07 Proposed	2007-08 Proposed
Number of media trainings conducted by DMPR staff for other departments.	8	9	13	9	9
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories.	140	90	90	90	90
Media placements coordinated by DMPR staff.	250	100	300	200	200
Benchmarks met for each emergency drill or training. <sup>1</sup>	N/A	85%	85%	90%	90%

<sup>1</sup> This measure is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



## Media and Public Relations

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	22.00	22.00	22.00	0.00	22.00

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Media and Public Relations	\$ 2,369,952	\$ 2,602,205	\$ 2,776,594	6.70	\$ 2,634,639
Total	\$ 2,369,952	\$ 2,602,205	\$ 2,776,594	6.70	\$ 2,634,639

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 1,938,843	\$ 2,099,603	\$ 2,171,177	3.41	\$ 2,229,222
Services & Supplies	431,109	452,602	405,417	(10.43)	405,417
Capital Assets Equipment	—	50,000	—	(100.00)	—
Management Reserves	—	—	200,000	—	—
Total	\$ 2,369,952	\$ 2,602,205	\$ 2,776,594	6.70	\$ 2,634,639

### Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ —	\$ 110,000	\$ 326,594	196.90	\$ 184,639
Licenses Permits & Franchises	2,323,223	2,347,205	2,300,000	(2.01)	2,300,000
Charges For Current Services	—	145,000	150,000	3.45	150,000
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 2,369,952	\$ 2,602,205	\$ 2,776,594	6.70	\$ 2,634,639

# 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 (CAC). 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.

## 2005-06 Accomplishments

### Required Discipline – Essential Infrastructure

- Replaced carpet in public hallways.
- Resurfaced flat roof areas on west side.
- Resurfaced exterior balcony floors north and south.
- Replaced air conditioning unit for 9<sup>th</sup> floor telephone switch room.
- Completed a plan for American with Disabilities Act (ADA) upgrade in the South Board Chambers conference room.
- Cleaned and refinished metal door and window trim at south main entrance.
- Initiated an energy conservation project for Heating, Ventilation, and Air Conditioning (HVAC) central plant equipment and controls.
- Prepared a 20-year Major Maintenance Reserve study for the building.

## 2006-08 Objectives

### Required Discipline – Essential Infrastructure

- Replace roof on south east wing of the building.

- Replace exterior metal railings around the building.
- Replace outdated air conditioning unit for computer room on second floor south.
- Convert old mainframe computer room in basement to Information Technology (IT) training labs for employees.
- Begin projects as an outcome of the 20-year Major Maintenance Reserve study.

## Changes from 2005-06 Adopted

### Expenditures

Proposes an increase of \$0.8 million in Services and Supplies expenditures due to increased planned major maintenance projects.

### Revenues

Proposes an increase of \$0.8 million in the use of Fund Balance to fund major maintenance projects described above.

## Significant Changes in Fiscal Year 2007-08

No significant changes planned.



## County Administration Center Major Maintenance

### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
CAC Major Maintenance	\$ 375,000	\$ 834,949	\$ 1,595,000	91.03	\$ 1,643,000
Total	\$ 375,000	\$ 834,949	\$ 1,595,000	91.03	\$ 1,643,000

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Services & Supplies	375,000	834,949	1,595,000	91.03	1,643,000
Total	\$ 375,000	\$ 834,949	\$ 1,595,000	91.03	\$ 1,643,000

### Budget by Categories of Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Fund Balance	\$ 358,154	\$ 820,000	\$ 1,580,051	92.69	\$ 1,628,051
Revenue From Use of Money & Property	16,846	14,949	14,949	0.00	14,949
General Revenue Allocation	—	—	—	0.00	—
Total	\$ 375,000	\$ 834,949	\$ 1,595,000	91.03	\$ 1,643,000



# Capital Program

## Capital Program

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**Capital Program Introduction**

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**Operating Impact of 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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**Edgemoor Development Fund**

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**Lease Payments**

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**Outstanding Capital Projects By Group/Agency**

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# Capital Program Introduction



## Capital Program Introduction

The Capital Program consists of the following five funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex.
- **Criminal Justice Facilities Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff stations, crime laboratories, and other criminal justice facilities.
- **Library Project Fund** was established in Fiscal Year 1999-2000 and contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- **Capital Outlay Fund** includes land acquisitions and capital projects that do not fall into the previous three program categories.
- **Edgemoor Development Fund** was established in 1979 for the use, development, and disposition of the 326-acre Edgemoor site property in Santee, California. The County uses revenue from property leases and sale of land to assist in the planning process for the Edgemoor property and the financing of public facilities on the site. The County issued Certificates of Participation (COPs) in January 2005; repayment of the COPs is supported by Edgemoor lease and sale revenues, as well as construction cost reimbursement authorized by State Senate Bill 1128.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Needs Assessment (CINA) in accordance with Board of Supervisors Policy G-16, Capital Facilities and Space Planning. The CINA includes a comprehensive listing of all

proposed capital projects, leases, major maintenance, and public works projects over the next five years. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, Long-Term Financial Obligation Management Policy. Any expenditures involving the Capital Outlay Fund must comply with guidelines set forth in the Board of Supervisors Policy B-37, Use of the Capital Outlay Fund.

Using the CINA 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. In accordance with Board of Supervisors Policy B-65, the Chief Financial Officer periodically reports unspent capital project funds to the Board through quarterly or year-end budget reports.

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. The adopted budget does not include appropriations for these projects, but the appropriations are part of the "amended budget" and are thus considered "budgeted." Amendments to the Adopted Budget require Board of Supervisors' approval.

The tables beginning on page 392 provide information for the five Capital Program funds and for Lease Payments<sup>1</sup>, followed by a list of the County's current outstanding Capital Projects.

<sup>1</sup> Lease Payments that were previously budgeted in the Capital Program funds are now being budgeted in the General Fund in Finance-Other. In order to consolidate all Capital activity, Lease Payments are displayed at the end of the Capital Program section for informational purposes.

# Operating Impact of Capital Program

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The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. The following capital projects are scheduled for completion during Fiscal Years 2006-08, and may therefore have some type of impact on the Fiscal Year 2006-08 Operational Plan.



## Rosecrans Public Health Laboratory Upgrade

The Public Health Services division of the Health & Human Services Agency (HHSA) has obtained Board approval to remodel and expand the County's Public Health Laboratory. The improvements will bring the laboratory into compliance with new federal requirements for bioterrorism-related Biosafety Level 3 governmental monitoring and surveillance. The existing 10,000 square foot laboratory, located in San Diego, will be remodeled and expanded 2,900 square feet within the existing HHSA complex. The heating, ventilation, and air conditioning (HVAC) system will also be upgraded to meet federal requirements.

The laboratory upgrade will cost approximately \$4.3 million, including \$2.2 million for construction, \$1.5 million for HVAC replacement, and \$600,000 for project design, planning, and management. The primary funding source for this project is the Tobacco Settlement Trust Fund. The project is scheduled to be completed by Spring 2007.



## Goodan Ranch

The Goodan Ranch Fire Recovery Project is scheduled to commence construction during Summer 2006 with completion anticipated in Summer 2007. The project includes a community building, improving a volunteer pad, and installing a storage building in the Goodan Ranch Open Space Preserve.

The new community building will be approximately 3,200 square feet in size and one story tall. Its floor plan includes a group meeting area, ranger offices, a kitchenette, restrooms and a lobby/exhibit area. This building is designed with "green" elements, including recycled construction materials and energy and water conserving devices. It is anticipated that this will be the first County building to achieve a certification under the US Green Building Council Leadership in Energy and Environmental Design (LEED) program. Project funding is provided by County insurance proceeds from the 2003 Cedar Fire and by the General Fund.



The completed project will require no additional staffing. The building will cost approximately the same in annual maintenance and utilities as the previous community building, which was destroyed by the 2003 Cedar Fire.

followed by 22 annual payments of approximately \$6.25 million. No additional staff will be required to operate the new, more efficient facility.



**Edgemoor Skilled Nursing Facility**

A new skilled nursing facility to replace the current Edgemoor facility is being built in the East County city of Santee (Supervisory District 2). The County-owned and operated two-story, 180,300 square foot complex is being constructed on approximately 12.5 acres of the County's 326-acre Edgemoor property and is expected to accommodate 192 beds. Construction began in February 2005, and the facility is expected to be ready for occupancy by early 2008.

The total estimated cost of the project is approximately \$98.8 million, \$79.0 million of which is financed through certificates of participation (COPs). The remaining cost of the project will be financed by the sale or lease of surplus property surrounding Edgemoor and other County sources. The County expects to receive partial reimbursement from the State of California under Section 14105.26 of the California Welfare and Institutions Code, which is designed through Senate Bill 1128 to provide reimbursement for the construction of certain facilities that serve Medicaid patients. The County will make the first COP-related debt service payment of \$4.5 million in Fiscal Year 2005-06,



**Assessor-Recorder-County Clerk (ARCC)/Land Use & Environment Group (LUEG) San Marcos Buildings**

The County is constructing two 20,400 square foot office buildings in centrally located San Marcos to house operations for the Assessor-Recorder-County Clerk, the Department of Environmental Health, and the Department of Planning and Land Use. The project received final Board approval in February 2005, and is expected to be completed in June 2006.

The \$9.2 million project is being cash financed with proceeds from the General Fund, the Recorder-Modernization Trust Fund, and the Property Tax Administration Trust Fund. Annual operating costs for each building are projected to total approximately \$108,600 in Fiscal Year 2006-07. No additional staff will be required to commence operations in the new buildings. Based on Fiscal Year 2004-05 lease costs for current office facilities, the County expects to save \$540,000 in annual lease costs by moving to a County-owned facility. On February 28, 2006, the County Board of Supervisors approved purchase of the completed property for an amount not to exceed \$11,435,000.



Major Project Highlights

In addition to the capital projects that will be completed in Fiscal Years 2006-08, the following major capital projects are either slated to begin or to significantly progress during the same time period.



Multiple Species Conservation Program Land Acquisition

The County's Multiple Species Conservation Program (MSCP) is the result of six years of intense planning and review by a diverse group of private conservationists and property owners as well as a number of public agencies, including the United States Fish and Wildlife Service and the California Department of Fish and Game (Wildlife Agencies). The County of San Diego entered into an Implementing Agreement with the Wildlife Agencies for the MSCP on March 17, 1998.

The goals of the MSCP are to maintain and enhance biological diversity in the region, to maintain viable populations of endangered, threatened, and key sensitive species and their habitats, and to promote regional economic viability through streamlining the land use permit process - a significant benefit to landowners - as well.

The first properties acquired under the County-approved portion of the MSCP were the Ham and Yunis properties in the Lakeside Archipelago area in January 1999. The two properties totaled nearly 60 acres. County-approved MSCP properties now total more than 4,500 acres in various parts of the county. Of the \$39.0 million spent on the acquisitions, \$24.0 million came from federal and State grants. The remaining \$15.0 million came from the

County's General Fund. The Fiscal Year 2006-07 Proposed Capital Program includes \$5.0 million for potential land acquisitions.



Medical Examiner/County Veterinarian Facility

The Medical Examiner Department and the Office of the County Veterinarian are currently located in separate facilities of 17,222 and 3,500 square feet, respectively, at the County Operations Center. The planning and design for a single new facility began in Fiscal Year 2004-05. Funding in the amount of \$80.0 million for construction of the new facility, also at the County Operations Center, is proposed for Fiscal Year 2006-07. Medical Examiner and County Veterinarian staff provide forensic death investigations and perform autopsies and necropsies (respectively), pathology and toxicology analyses, and laboratory diagnostics. Their current facilities are inadequate in size and functionality, and both departments will benefit from the joint use of a new, modern 75,000 to 85,000 square foot facility, which will include, where feasible and allowed by professional standards of practice and legal requirements, shared laboratories, offices, storage, and equipment.

The proposed financing for the facility comes from General Purpose Revenues in the General Fund. The estimated completion date is January 2009. Upon completion, the new facility will cost an estimated \$850,000 in annual maintenance and \$450,000 in utilities. This facility will allow the Medical Examiner to respond to the requirements of the growing County population for the next 30 years. In



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preparation for the increased productivity allowed by the new facility, the County Veterinarian staff is expected to add five permanent positions when the new facility opens in 2009. The Medical Examiner does not intend to propose additional staffing at that time.

# Capital Program Summary

## Budget by Fund

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Capital Outlay Fund	\$ 829,300	\$ 4,177,000	\$ 18,800,000	350.1	\$ 5,000,000
Justice Facility Construction	2,000,000	—	80,000,000	—	—
Edgemoor Development	5,360,000	2,860,000	2,860,000	—	2,860,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.6	\$ 7,860,000

## Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Services & Supplies	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000
Capital Assets/Land Acquisition	2,829,300	4,177,000	98,800,000	2,265.3	5,000,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.6	\$ 7,860,000

## Budget by Category of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Revenue From Use of Money & Property	\$ 287,823	\$ 419,000	\$ 469,000	11.9	\$ 469,000
Intergovernmental Revenues	813,300	1,027,000	—	(100.0)	—
Charges For Current Services	16,000	—	—	—	—
Other Financing Sources	7,000,000	3,354,000	703,000	(79.0)	703,000
Fund Balance	72,177	2,237,000	100,488,000	4392.1	6,688,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1344.6	\$ 7,860,000





### Revenue Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Interest On Deposits & Investments	\$ 20,000	\$ 150,000	\$ 200,000	33.3	\$ 200,000
Rents & Concessions	267,823	269,000	269,000	—	269,000
Recreation Areas	191,500	—	—	—	—
State Coastal Protection Bonds Prop 12	135,000	—	—	—	—
St. Aid - Other State Grants	25,000	—	—	—	—
Fed. Aid HUD CDBG	370,000	1,027,000	—	(100.0)	—
Federal Other Federal Grants	91,800	—	—	—	—
Charges In Parkland Dedication Funds	16,000	—	—	—	—
Operating Transfer From General Fund	2,000,000	3,150,000	98,800,000	3,036.5	5,000,000
Sale Of Fixed Assets	5,000,000	204,000	703,000	244.6	703,000
Fund Balance - All Other Funds	72,177	2,237,000	1,688,000	(24.5)	1,688,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.6	\$ 7,860,000

# Capital Outlay Fund

## Capital Outlay Fund

### Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Capital Assets/Land Acquisition	\$ 829,300	\$ 4,177,000	\$ 18,800,000	350.1	\$ 5,000,000
Total	\$ 829,300	\$ 4,177,000	\$ 18,800,000	350.1	\$ 5,000,000

### Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Capital Assets/Land Acquisition</b>					
KN3415 Guajome Park Playground	\$ 91,800	\$ —	\$ —	—	\$ —
KA1562 North County Open Space	191,500	—	—	—	—
KN0787 Cottonwood Park Phase 3*	16,000	—	—	—	—
KN3106 Sweetwater Summit Camp	135,000	—	—	—	—
KK0880 Spring Valley Teen Center	370,000	—	—	—	—
KN5486 Collier Park Playground	25,000	—	—	—	—
KN6313 Live Oak Park Pavilion	—	110,000	—	(100.00)	—
KN6314 Lindo Lake Park Restroom	—	235,000	—	(100.00)	—
KN6315 Lindo Lake Park Playground Fencing	—	16,000	—	(100.00)	—
KN6316 Lincoln Acres Park Tot Lot	—	68,000	—	(100.00)	—
KN6317 Collier Park ADA Walkways	—	85,000	—	(100.00)	—
KN6318 Spring Valley Park Picnic/ Access	—	153,000	—	(100.00)	—
KN6319 Julian Jess Martin Parking/ Access	—	190,000	—	(100.00)	—
KN5493 Felicita Park ADA Ramp	—	50,000	—	(100.00)	—
KN1886 Julian Memorial Park Improv	—	50,000	—	(100.00)	—
KN1979 Fallbrook Sport Park	—	30,000	—	(100.00)	—
KN6323 J Mar II Ball Improv	—	40,000	—	(100.00)	—
KK6327 Fire and Safety Helicopter	—	40,000	—	(100.00)	—
KK6328 SHF Modular Bldg at Fallbrook	—	310,000	—	(100.00)	—
KA9500 MSCP Acquisitions	—	2,800,000	5,000,000	78.57	5,000,000



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
KA0551 Escondido Creek Acquisition	—	—	1,800,000	—	—
KA5325 S Luis Rey River Park Acq	—	—	3,000,000	—	—
KN3412 Lakeside Sports Park II	—	—	3,000,000	—	—
KN3419 Sweetwater Bikeway Trails	—	—	1,000,000	—	—
KK3421 CAC Waterfront Park	—	—	3,000,000	—	—
Otay Valley Park Trail	—	—	2,000,000	—	—
<b>Total</b>	<b>\$ 829,300</b>	<b>\$ 4,177,000</b>	<b>\$ 18,800,000</b>	<b>350.08</b>	<b>\$ 5,000,000</b>

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>General Fund</b>					
KA1562 North County Open Space	\$ 191,500	\$ —	\$ —	—	\$ —
KK6327 Fire and Safety Helicopter	—	40,000	—	(100.00)	—
KK6328 SHF Modular Bldg at Fallbrook	—	310,000	—	(100.00)	—
KA9500 MSCP Acquisitions	—	2,800,000	5,000,000	78.57	5,000,000
KA0551 Escondido Creek Acquisition	—	—	1,800,000	—	—
KA5325 S Luis Rey River Park Acq	—	—	3,000,000	—	—
KN3412 Lakeside Sports Park II	—	—	3,000,000	—	—
KK3421 CAC Waterfront Park	—	—	3,000,000	—	—
KN3419 Sweetwater Bikeway Trails	—	—	1,000,000	—	—
Otay Valley Park Trail	—	—	2,000,000	—	—
<b>Total - General Fund</b>	<b>\$ 191,500</b>	<b>\$ 3,150,000</b>	<b>\$ 18,800,000</b>	<b>496.83</b>	<b>\$ 5,000,000</b>
<b>Parkland Dedication Fund</b>					
KN0787 Cottonwood Park Phase 3 *	\$ 16,000	\$ —	\$ —	—	\$ —
KN3415 Guajome Playground	91,800	—	—	—	—
<b>Total - Parkland Dedication Fund</b>	<b>\$ 107,800</b>	<b>\$ —</b>	<b>\$ —</b>	<b>—</b>	<b>\$ —</b>

## Capital Outlay Fund



### Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Comm. Dev. Block Grants</b>					
KN6313 Live Oak Park Pavilion	\$ —	\$ 110,000	\$ —	(100.00)	\$ —
KN6314 Lindo Lake Park Restroom	—	235,000	—	(100.00)	—
KN6315 Lindo Lake Park Playground Fencing	—	16,000	—	(100.00)	—
KN6316 Lincoln Acres Park Tot Lot	—	68,000	—	(100.00)	—
KN6317 Collier Park ADA Walkways	—	85,000	—	(100.00)	—
KN1886 Julian Memorial Park Improv	—	50,000	—	(100.00)	—
KN1979 Fallbrook Sport Park	—	30,000	—	(100.00)	—
KN6323 J Mar II Ball Improv	—	40,000	—	(100.00)	—
KN6318 Spring Valley Park Picnic/ Access	—	153,000	—	(100.00)	—
KN6319 Julian Jess Martin Parking/ Access	—	190,000	—	(100.00)	—
KN5493 Felicita Park ADA Ramp	—	50,000	—	(100.00)	—
KK0880 Spring Valley Teen Center	370,000	—	—	—	—
<b>Total - Comm. Dev. Block Grants</b>	\$ 370,000	\$ 1,027,000	\$ —	(100.00)	\$ —
<b>State Grants</b>					
KN5486 Collier Park Playground	\$ 25,000	\$ —	\$ —	—	\$ —
KN3106 Sweetwater Summit Camp	135,000	—	—	—	—
<b>Total - State Grants</b>	\$ 160,000	\$ —	\$ —	—	\$ —
* Multiple funding sources					
<b>Total Capital Outlay Funding Sources</b>	\$ 829,300	\$ 4,177,000	\$ 18,800,000	350.08	\$ 5,000,000

# Justice Facility Construction Fund

## Justice Facility Construction Fund

### Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Capital Assets/Land Acquisition	\$ 2,000,000	\$ —	\$ 80,000,000	—	\$ —
<b>Total</b>	<b>\$ 2,000,000</b>	<b>\$ —</b>	<b>\$ 80,000,000</b>	<b>—</b>	<b>\$ —</b>

### Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Capital Assets/Land Acquisition</b>					
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ —	\$ —	—	\$ —
KK5497 Medical Exam Bldg	—	—	80,000,000	—	—
<b>Total - Capital Assets/Land Acquisition</b>	<b>\$ 2,000,000</b>	<b>\$ —</b>	<b>\$ 80,000,000</b>	<b>—</b>	<b>\$ —</b>
<b>Total - Justice Facility Construction Fund</b>	<b>\$ 2,000,000</b>	<b>\$ —</b>	<b>\$ 80,000,000</b>	<b>—</b>	<b>\$ —</b>

### Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>General Fund</b>					
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ —	\$ —	—	\$ —
KK5497 Medical Exam Bldg	—	—	80,000,000	—	—
<b>Total - General Fund</b>	<b>\$ 2,000,000</b>	<b>\$ —</b>	<b>\$ 80,000,000</b>	<b>—</b>	<b>\$ —</b>
<b>Total Justice Facility Construction Funding Sources</b>	<b>\$ 2,000,000</b>	<b>\$ —</b>	<b>\$ 80,000,000</b>	<b>—</b>	<b>\$ —</b>

# Edgemoor Development Fund

## Edgemoor Development Fund

### Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Services & Supplies	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000
Total	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000

### Expenditure Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Routine Maintenance of Structures	\$ 15,000	\$ 15,000	\$ 15,000	—	\$ 15,000
Professional & Specialized Services	5,225,000	2,725,000	2,725,000	—	2,725,000
Out-Of-County Travel & Transp - Lodging	2,500	2,500	2,500	—	2,500
Purchasing ISF - Non Merchandise	7,500	7,500	7,500	—	7,500
Fac. Mgt. Real Property ISF Costs	110,000	110,000	110,000	—	110,000
Total - Edgemoor Development Fund	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000

### Funding Source Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Interest On Deposits & Investments	\$ 20,000	\$ 150,000	\$ 200,000	33.33	\$ 200,000
Rents & Concessions	267,823	269,000	269,000	—	269,000
Sale Of Fixed Assets	5,000,000	204,000	703,000	244.61	703,000
Fund Balance - All Other Funds	72,177	2,237,000	1,688,000	(24.54)	1,688,000
Total Edgemoor Development Funding Sources	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000

# Lease Payments

## Lease Payments

### Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Lease Payments	\$ 46,779,800	\$ 46,577,150	\$ 43,456,832	(6.70)	\$ 39,225,555
Total	\$ 46,779,800	\$ 46,577,150	\$ 43,456,832	(6.70)	\$ 39,225,555

### Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
1993 Master Refunding - South County	\$ 3,826,051	\$ 3,826,147	\$ 3,836,049	0.26	\$ 2,977,804
1993 Master Refunding - East County	5,089,374	5,089,503	5,102,677	0.26	3,960,677
1993 Master Refunding - Topaz	471,748	471,760	472,969	0.26	368,133
1996 Regional Communication System	5,940,481	—	—	—	—
2001 MTS Tower	3,168,291	3,079,704	2,728,736	(11.40)	3,085,446
2002 Motorola	3,486,135	3,486,135	3,488,182	0.06	3,489,835
1993 Master Refunding - Health Complex	2,562,638	2,562,703	2,569,324	0.26	1,995,415
1993 Master Refunding - East Mesa	741,348	741,366	743,269	0.26	—
1993 Master Refunding - Juvenile Hall	438,284	438,295	439,412	0.25	342,542
1993 Master Refunding - Clairemont Hospital	1,844,257	1,844,304	1,849,065	0.26	1,436,399
1993 Master Refunding - East Mesa Land	2,407,421	2,407,482	2,413,702	0.26	1,874,544

## Lease Payments



### Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
1993 Master Refunding – SD Muni Building	767,666	767,685	769,656	0.26	598,803
1993 Master Refunding – Housing	—	411,181	412,247	0.26	319,894
1996 North & East County Regional Center Project	2,946,058	2,788,223	—	(100.00)	—
1996 Ohio Street Lease Purchase	170,128	170,094	169,709	(0.23)	157,286
1997 Central Jail	5,526,285	5,379,193	5,356,140	(0.43)	5,517,758
1998 Hall of Justice	5,515,397	5,516,197	5,510,729	(0.10)	5,514,001
1999 East Mesa Refunding	1,878,238	1,851,066	1,867,487	0.89	1,866,781
2005 Regional Communications System	—	5,746,112	2,994,638	(47.88)	2,988,588
2005 North & East County Just Fac Ref	—	—	2,732,840	—	2,731,650
<b>Total - Lease Payments</b>	<b>\$ 46,779,800</b>	<b>\$ 46,577,150</b>	<b>\$ 43,456,832</b>	<b>(6.70)</b>	<b>\$ 39,225,555</b>

### Revenue Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
AB189	\$ 2,905,950	\$ 3,415,980	\$ 3,419,068	0.09	\$ 3,151,345
Aid from Redevelopment Agency	800,000	800,000	800,000	—	800,000
Rent	1,880,034	1,274,186	899,051	(29.44)	1,236,967
General Revenue Allocation	41,193,816	40,052,848	37,177,807	(7.18)	32,968,690
Charges in Other Funds	—	622,955	691,547	11.01	691,547
Miscellaneous Revenue	—	—	57,112	—	57,112
Use of Reserve Designation	—	411,181	412,248	0.26	319,894
<b>Total</b>	<b>\$ 46,779,800</b>	<b>\$ 46,577,150</b>	<b>\$ 43,456,832</b>	<b>(6.70)</b>	<b>\$ 39,225,555</b>





Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Lease Payments-General Fund</b>					
1993 Master Refunding- South County	\$ 3,826,051	\$ 3,826,147	\$ 3,836,049	0.26	\$ 2,977,804
1993 Master Refunding –East County	5,089,374	5,089,503	5,085,453	(0.08)	3,960,677
1993 Master Refunding – Topaz	471,748	471,760	472,969	0.26	368,133
1996 Regional Communication System	5,940,481	—	—	—	—
2001 MTS Tower	2,504,717	2,409,092	2,431,948	0.95	2,476,806
2002 Motorola	2,864,329	2,863,180	2,796,638	(2.32)	2,798,288
1993 Master Refunding – Health Complex	2,562,638	2,562,703	2,569,324	0.26	1,995,415
1993 Master Refunding - East Mesa	741,348	741,366	743,269	0.26	—
1993 Master Refunding – Clairemont Hospital	1,844,257	1,844,304	1,849,065	0.26	1,436,399
1993 Master Refunding – East Mesa Land	2,407,421	2,407,482	2,413,702	0.26	1,874,544
1993 Master Refunding – Housing	—	411,181	—	(100.00)	—
1996 North & East County Regional Center Project	2,946,058	2,788,223	—	(100.00)	—
1996 Ohio Street Lease Purchase	170,128	170,094	169,709	(0.23)	157,286
1997 Central Jail	5,526,285	5,379,193	5,356,140	(0.43)	5,517,758
1998 Hall of Justice	2,420,743	1,902,623	1,881,691	(1.10)	1,875,674
1999 East Mesa Refunding	1,878,238	1,851,066	1,844,374	(0.36)	1,843,669
2005 Regional Communications System	—	5,746,112	2,994,638	(47.88)	2,971,811
2005 North & East County Just Fac Ref	—	—	2,732,838	—	2,714,426
<b>Total Lease-General Fund</b>	\$ 41,193,816	\$ 40,464,029	\$ 37,177,807	(8.12)	\$ 32,968,690
<b>Lease Payments-Chgs to Oth Districts</b>					
2002 Motorola	\$ 621,806	\$ 622,955	\$ 691,547	11.01	\$ 691,547
<b>Total Lease-Chgs to Oth Districts</b>	\$ 621,806	\$ 622,955	\$ 691,547	11.01	\$ 691,547

## Lease Payments



### Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Lease Payments-Rent Received</b>					
1998 Hall of Justice	\$ 594,654	\$ 603,575	\$ 619,038	2.56	\$ 628,327
2001 MTS Tower	663,574	670,612	280,013	(58.25)	608,640
<b>Total Lease-Rent Received</b>	\$ 1,258,228	\$ 1,274,186	\$ 899,051	(29.44)	\$ 1,236,967
<b>Lease Payments-AB189</b>					
1993 Master Refunding – Juvenile Hall	\$ 438,284	\$ 438,295	\$ 439,412	0.25	\$ 342,542
1993 Master Refunding – SD Muni Building	767,666	767,685	769,656	0.26	598,803
1998 Hall of Justice	1,700,000	2,210,000	2,210,000	—	2,210,000
<b>Total Lease-AB189</b>	\$ 2,905,950	\$ 3,415,980	\$ 3,419,068	0.09	\$ 3,151,345
<b>Lease Payments- Aid from Redevelopment</b>					
1998 Hall of Justice	\$ 800,000	\$ 800,000	\$ 800,000	—	\$ 800,000
<b>Total Lease-Aid from Redevelopment</b>	\$ 800,000	\$ 800,000	\$ 800,000	—	\$ 800,000
<b>Miscellaneous Revenue</b>					
1999 East Mesa	\$ —	\$ —	\$ 23,113	—	\$ 23,113
Pine Valley	—	—	17,224	—	17,224
Julian	—	—	16,776	—	16,776
<b>Total Miscellaneous Revenue</b>	\$ —	\$ —	\$ 57,112	—	\$ 57,112
<b>Use of Reserve Designation</b>					
1993 Master Refunding – Housing	\$ —	\$ —	\$ 412,247	—	\$ 319,894
<b>Total Use of Reserve Designation</b>	\$ —	\$ —	\$ 412,247	—	\$ 319,894
<b>Total Lease Payment Funding Sources</b>	\$ 46,779,800	\$ 46,577,150	\$ 43,456,832	(6.70)	\$ 39,225,555

# Outstanding Capital Projects By Group/Agency

## Outstanding Capital Projects By Group/Agency

### Public Safety Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KK4901 - 4651 DWNTWN CRTHS REMODEL	54335	93/94	\$ 2,158,514	\$ 69,538
KK6116 - 4647 FIREARMS TRAINING	54331	95/96	6,213,614	8,514
KK6100 - 4869 UNGROUND STORAGE TNK	54529	95/96	3,161,848	17,362
KK8030 - 4830 DOWNTOWN COURT HOUSE	54494	97/98	727,805	2,943
KK8032 - 4832 LAS COLINAS WOM D F	54496	97/98	1,600,000	486,807
KK9017 - 4917 DESCANSO DET FACILTY	54565	98/99	1,171,151	84,319
KK9035 - 4935 CAMPO SEWER SYSTEM	54583	98/99	180,000	12,661
KK0687 - 4687 PINE VALLEY SUBST RP	54370	99/00	1,200,000	1,189,522
KK0781 - 4781 E MESA JV DET FACLTY	54451	99/00	52,093,748	1,540,749
KK1712 - 4712 EAST MESA WAREHOUSE	54204	00/01	906,167	709,084
KK1717 - 4717 E MESA JUV FAC AC RD	54397	00/01	2,330,189	249,371
KK2994 - 4994 SHRF CRIME LAB RMDL	54628	01/02	2,596,618	8,356
KK3439 - 4439 VISTA DET CONTCOL PN	54634	02/03	2,647,483	42,029
KA5485 - 4485 RANCHO SD SHF STATION	54050	04/05	2,000,000	1,993,035
KK5497 - 4497 MEDICAL EXAM BLDG	54684	04/05	2,000,000	1,907,957
KK5485 - 4301 RANCHO SD STATION	54728	04/05	6,000,000	6,000,000
KK5302 - 4302 ALPINE STATION	54729	04/05	5,250,000	5,237,245
KK6327 - 4327 FIRE & SAFETY HELICOPTER BASE	54742	05/06	40,000	40,000
KK6328 - 4328 SHF MODULAR BLDG @ FLBRK AIRPARK	54743	05/06	310,000	240,764
Total - Public Safety Group			\$ 92,587,137	\$ 19,840,257

### Health and Human Services Agency

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KK0866 - 4866 EDGEMOOR RECONSTRUCT	54526	99/00	\$ 83,785,556	\$ 58,050,015
KK2992 - 4992 SAN PASQUAL GYM	54626	01/02	2,063,000	8,678
KK2993 - 4993 SAN PASQUAL GIRL DRM	54627	01/02	2,025,000	1,198,332



## Outstanding Capital Projects By Group/Agency

### Health and Human Services Agency

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KK3422 - 4422 POLINSKY CTR NURSERY	54681	02/03	2,420,334	191,218
KK3430 - 4430 SAN PASO HLTH WELLNS	54687	02/03	500,000	11
KK4463 - 4463 HHSA OFC/PRKING STRC	54639	03/04	1,300,000	53,098
KK4459 - 4459 PUBLIC HLTH LAB RMDL HV	54638	04/05	4,300,000	4,206,516
Total - Health and Human Services Agency			\$ 96,393,890	\$ 63,707,869

### Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KN6019 - 4619 HERITAGE PK CAROUSEL	54303	95/96	\$ 715,000	\$ 621,434
KN7022 - 4741 OTAY LAKE PARK RESTO	54414	96/97	2,486,774	133,847
KN7915 - 4790 GUAJOME RESTOR	54457	96/97	1,889,085	189,943
KA8950 - 4540 WASTESITE LAND ACQ	54023	97/98	8,238,400	6,250,786
KN8013 - 4813 JESS MARTIN PARK	54477	97/98	70,150	1,357
KN8015 - 4815 GUAJOME SPORTSFIELD	54479	97/98	265,000	211,198
KN8045 - 4845 OAKOASIS LOG HSE RST	54509	97/98	100,000	30,913
KA9500 - 4545 MULT SPECIES CON PRG	54028	98/99	23,361,753	7,508,512
KK9555 - 4909 ENV HLTH-FIRE ALM HW	54557	98/99	95,750	6,158
KN9016 - 4916 RAINBOW PARK PHASE I	54564	98/99	1,467,000	27,161
KN9020 - 4920 TJR/V/EFFIE MAE FARM	54568	98/99	126,629	1,219
KN9031 - 4931 SWTWTR-MORRISON POND	54579	98/99	237,750	10,463
KN9032 - 4932 COLLIER PK FAC DSGN	54580	98/99	490,000	375,356
KA0549 - 4549 VLCN MTPRSER VI ACQ	54032	99/00	744,081	196,923
KA0550 - 4550 OTY VLY REG PK II AQ	54033	99/00	9,563,766	177,834
KA0551 - 4551 ESCONDIDO CREEK ACQ	54034	99/00	2,440,000	184,995
KN0550 - 4982 OTAY VLY REG PK	54238	99/00	1,975,000	503,173
KN0754 - 4754 LAMAR PARK DEVELOP	54427	99/00	1,057,755	404
KK0865 - 4865 SPRING VLY GYM	54525	99/00	2,520,392	2,033,500
KN0867 - 4867 AGUA CALIENTE PK RST	54527	99/00	447,577	17,813
KN0873 - 4873 TJ RVR VLY SPORTS PK	54533	99/00	2,536,950	334,633
KN0878 - 4878 WH HEISE PK TRAIL IM	54538	99/00	19,853	537



## Outstanding Capital Projects By Group/Agency

### Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KK0880 - 4880 SPRING VLY TEEN CTR	54540	99/00	679,608	357,631
KN0884 - 4884 LAKESIDE TEEN CENTER	54544	99/00	571,000	14,338
KA1557 - 4557 BANCROFT PARK ACQ	54013	00/01	473,000	471,718
KA1562 - 4562 NORTH CTY OPEN ACQ	54014	00/01	606,856	22,957
KA1971 - 4971 SAN ELIJO ACQUISITNS	54045	00/01	2,450,000	505,912
KN1561 - 4561 JUL JESS MAR COM CTR	54252	00/01	121,682	1,227
KN1886 - 4886 JULIAN MEM PK IMPRV	54546	00/01	100,000	76,889
KN1954 - 4954 DOS PICOS PK PICNIC	54602	00/01	625,801	60,516
KN1979 - 4964 FALLBROOK SPORTS PK	54612	00/01	785,442	27,739
KN1976 - 4976 SAN ELIJO ADA PK-TRL	54618	00/01	146,000	122,858
KN1978 - 4978 LOS PENASG ADA PK-TR	54620	00/01	30,000	9,584
KA2564 - 4564 OTAY RIVER VLY PK AC	54015	01/02	1,250,000	1,250,000
KA2973 - 4973 TRAIL EASEMENT ACQ	54017	01/02	62,611	43,583
KN2968 - 4968 CACTUS PK SPORTSFLD	54232	01/02	190,150	103,832
KN2985 - 4985 OTAY VLY PK TREE-IRR	54241	01/02	50,000	480
KN2582 - 4582 LIVE OAK PK PAR/BSKT	54267	01/02	91,383	13,301
KN2630 - 4588 TJ RVR FL REG PK FEN	54272	01/02	150,000	34,896
KN2669 - 4669 SWTR PK EQUES CENTER	54352	01/02	120,000	118,157
KN2680 - 4680 SWTR PK POND RESTOR	54363	01/02	50,000	36,308
KN2752 - 4752 OTAY VLY PK FEN/SUP	54425	01/02	131,000	107,064
KN2955 - 4955 AGU CALIENTE PK IMP	54603	01/02	1,007,000	901,154
KN2960 - 4960 LAKE MORENA PK EQUIP	54608	01/02	350,000	9,370
KN2962 - 4962 STELTZER PK PLYGRND	54610	01/02	295,000	26,295
KN2995 - 4995 OTAY VLY PK INTRP CT	54629	01/02	100,000	18,310
KN2996 - 4996 TJ RVR TRL CROSSING	54630	01/02	450,000	359,954
KA3420 - 4420 BONSALL PK RVR ACQ	54122	02/03	333,859	317,703
KA3438 - 4438 VOLCAN MTN WEST ACQ	54130	02/03	2,200,000	2,200,000
KA3442 - 4442 SANTA MARIA CRK ACQ I	54131	02/03	525,000	467,569
KA3443 - 4444 SANTA MARIA CRK ACQ II	54132	02/03	1,008,079	27,160
KN3106 - 4872 SWTWTR LAKEVIEW	54532	02/03	2,488,433	391,029
KN3401 - 4401 JESS MARTIN PK SPORT	54660	02/03	100,000	99,856
KN3406 - 4406 SWTWTR PK SR125 MIT	54665	02/03	410,000	113,659



## Outstanding Capital Projects By Group/Agency

### Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KN3407 - 4407 LINDO LAKE WELL	54666	02/03	34,730	33,604
KN3408 - 4408 LOS PENASQ TRL RESTR	54667	02/03	75,000	74,723
KN3409 - 4409 POTRERO PK PLYGRNDS	54668	02/03	378,696	334,611
KN3411 - 4411 BORREGO SPR PK MPLAN	54671	02/03	78,000	14,813
KN3412 - 4412 LAKESIDE SPORTS PARK II	54672	02/03	944,500	851,696
KN3413 - 4413 FALLBRK COMM PK PLYG	54673	02/03	282,350	4,208
KN3414 - 4414 FELICITA PK IMPRV	54674	02/03	896,483	13,976
KN3415 - 4415 GUAJOME PK PLY/RS/DK	54675	02/03	648,800	569,778
KN3416 - 4416 NANCY JANE PK SWINGS	54676	02/03	133,333	124,426
KN3417 - 4417 SAN DIEGUITO UP PIC	54677	02/03	575,000	400
KN3418 - 4418 SOUTH LANE PK IMPRV	54678	02/03	93,333	90,246
KN3419 - 4419 SWTWTR BKWY TRL LONS	54679	02/03	1,330,000	1,330,000
KN3432 - 4432 SAN LUIS REY RRR P&D	54689	02/03	1,581,179	1,088,487
KN3441 - 4441 TJ RVR VLY HAB TRL P	54691	02/03	1,175,000	228,933
KN3442 - 4443 SANTA MARIA RESTORTN	54692	02/03	1,050,000	702,931
KN3443 - 4445 SAN MAR CRK REST TRL	54693	02/03	40,000	40,000
KN3446 - 4446 RM COLL PK BSKTBL CT	54694	02/03	195,000	195,000
KA4478 - 4478 VALLEY PARK PROJECT	54047	03/04	500,000	493,773
KA4480 - 4480 1-122 ALLOT D5 ACQS	54049	03/04	789,600	789,600
KA4453 - 4453 FLBRK B BURNSITE PUR	54134	03/04	90,000	90,000
KA4456 - 4456 JACUM II BURNSITE PUR	54137	03/04	50,000	50,000
KA4457 - 4457 DESCANSO BURNSTE PUR	54138	03/04	30,000	30,000
KN4450 - 4450 LKSD TEEN CTR PHS II	54695	03/04	335,000	22,443
KN4451 - 4451 FELICITA PRKG LOT RS	54696	03/04	100,000	100,000
KN4452 - 4452 SIMON PRES/TRL CONST	54697	03/04	75,000	75,000
KN4464 - 4464 SAN ELIJO NAT CTR EX	54701	03/04	825,000	697,606
KN4481 - 4481 SAN DIEGTO RECYC WTR	54713	03/04	94,880	68,479
KN4484 - 4484 LKSDE SPORTS PARK	54715	03/04	798,313	798,313
KA5321 - 4321 STOWE TRAIL ACQ	54051	04/05	365,000	350,924
KA5495 - 4495 I-122 ALLOT DIST 3 ACQS	54140	04/05	238,800	238,800
KN5303 - 4303 PINE VLY BALLFLD IMP	54640	04/05	450,000	446,108
KN5496 - 4496 JESS MARTIN WELL IMPRV	54683	04/05	330,000	330,000



## Outstanding Capital Projects By Group/Agency

### Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KN5486 - 4486 COLLIER PARK PLYGROUND	54716	04/05	126,917	7,601
KN5491 - 4491 FLBRK COMM CTR INT RMDL	54722	04/05	60,000	34,183
KN5492 - 4492 LINC ACRE PARK PLY IMPRV	54723	04/05	114,000	849
KN5493 - 4493 FELICITA PK ADA RMP DSN	54724	04/05	75,000	8,566
KN5498 - 4498 SV COMM CTR EXPANSN	54726	04/05	1,007,000	997,504
KN5499 - 4499 LKSD RMA OS RESTORTN	54727	04/05	115,000	99,694
KK5320 - 4320 APC DISTRICT OFFICE	54738	04/05	7,565,600	235,776
KA5324 - 4324 EAST CNTY SPORTS CPLX ACQ	54052	05/06	3,000,000	2,999,602
KA5325 - 4325 SAN LUIS REY RVR PARK ACQ	54053	05/06	5,180,000	1,942,997
NO "K" - EAST COUNTY TRAILS ACQUISITION	54057	05/06	180,000	180,000
KN6313 - 4313 LIVE OAK PARK PAVILION	54731	05/06	110,000	106,721
KN6314 - 4314 LINDO LAKE PARK RESTROOM	54732	05/06	235,000	232,908
KN6315 - 4315 LINDO LAKE PK PLY - FENCING	54733	05/06	16,000	2,843
KN6316 - 4316 LINC ACRE PARK TOT LOT	54734	05/06	68,000	63,397
KN6317 - 4317 COLLIER PARK ADA WLKWY	54735	05/06	85,000	84,320
KN6318 - 4318 SV PARK PICNIC - ACCESS	54736	05/06	153,000	146,445
KN6319 - 4319 JULIAN JESS MARTIN PK-ACCESS	54737	05/06	190,000	181,300
KN6323 - 4323 JESS MARTIN II BALLFLD IMPRV	54740	05/06	40,000	40,000
KN6326 - 4326 DAIRY MART POND RESTORATION	54741	05/06	89,660	9,472
KN6329 - 4329 GOODAN RNCH CAMPGROUND IMPRV	54744	05/06	1,700,000	1,700,000
NO "K" - LK MORENA PACIFIC CREST TRL STAG/CAMP	54746	05/06	164,000	164,000
NO "K" - FELICITA TRAIL IMPROVEMENTS	54747	05/06	98,445	98,372
NO "K" - MT EMPIRE COMM CENTER PLAYGROUND	54748	05/06	90,000	90,000
NO "K" - AMERICANS WITH DISABILITIES ACT BALLFIELD	54749	05/06	905,000	904,927
<b>Total - Land Use and Environment Group</b>			<b>\$ 114,751,189</b>	<b>\$ 47,739,564</b>



## Outstanding Capital Projects By Group/Agency

### Community Services Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KL7020 - 4882 SPRING VLY LIBRARY	54542	96/97	\$ 3,458,970	\$ 1,586
KA8030 - 4548 DWNTOWN COURTHSE ACQ	54031	97/98	13,801,230	146,779
KA9542 - 4851 CARDIFF LIB LAND ACQ	54042	98/99	989,000	5,691
KL9540 - 4753 BONITA LIBR-CONSTR	54426	98/99	4,490,950	25,647
KL9543 - 4756 ENCINITAS LIBR-CONST	54429	98/99	250,000	250,000
KL9542 - 4778 CARDIFF LIBRARY	54448	98/99	2,091,077	5,374
KL9022 - 4922 RANCHO SD LIBRARY	54570	98/99	5,154,800	44,559
KL9023 - 4923 VALLEY CTR LIBRARY	54571	98/99	4,421,280	46,349
KL1600 - 4567 CAMPO LIBRARY DESIGN	54254	00/01	989,783	52,437
KK1709 - 4709 NO COUNTY ANIM SHELTT	54392	00/01	6,685,339	100,528
KK1953 - 4953 VALLEY CTR MUSEUM	54601	00/01	255,000	12,049
KL1974 - 4974 FALLBROOK LIBRARY	54616	00/01	463,000	200,091
KA2987 - 4987 RAMONA COMM CAMPUS	54120	01/02	2,905,000	48,620
KA2983 - 4435 ALPINE LIB LAND ACQ	54128	01/02	34,867	10,067
KL2981 - 4981 JULIAN SH USE LIB	54237	01/02	3,085,516	151,730
KL2983 - 4983 ALPINE LIBRARY	54239	01/02	881,585	669,526
KL2987 - 4465 RAMONA LIBRARY	54700	01/02	476,036	409,087
KK3458 - 4458 BONITA HIST MUSEUM	54635	02/03	1,275,000	24,692
KL3460 - 4460 DESCANSO LIB EXPANSN	54637	02/03	176,000	129
KK3421 - 4421 CAC WATERFRONT PARK	54680	02/03	2,900,000	412,140
KL3440 - 4440 PINE VLY LIB EXPANSN	54690	02/03	193,000	1,760
KA4479 - 4479 FALLBRK LIB LAND EXP	54048	03/04	191,000	95,999
<b>Total - Community Services Group</b>			<b>\$ 55,168,433</b>	<b>\$ 2,714,839</b>

### Finance & General Government Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
KK1662 - 4662 ARCC LUEG BLDG SAN MAR	54203	00/01	\$ 9,244,118	\$ 1,737,549
KK3436 - 4436 CAC ELEVATOR UPGRADE	54633	02/03	600,000	20,188
<b>Total - Finance and General Government Group</b>			<b>\$ 9,844,118</b>	<b>\$ 1,757,737</b>





## Outstanding Capital Projects By Group/Agency

### Total Outstanding Capital Projects

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 2/28/06
Total Outstanding Capital Projects			\$ 368,744,767	\$ 135,760,266



**Finance-Other**

Finance-Other

.....

**Finance-Other**

.....



# 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. During the course of the fiscal year, the County could experience temporary shortfalls in its cash flow due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANS). Based on current projections, the County has estimated its overall cash borrowing needs at \$240.0 million for 2006-07. The County's Fiscal Year 2005-06 TRANS amount was \$250.0 million. Previously, the County has also borrowed cash to support the Teeter Plan. Under this plan, the County has agreements with a number of taxing entities in the region whereby the County apportions to those entities the total amount of property tax due even though some taxpayers may not pay timely. In return, the County receives all of the delinquent taxes and the penalties and interest due. Property tax revenues have historically been subject to delinquency rates of between 1.5 to 4.5 percent. No separate borrowing to support the Teeter Plan will be necessary in Fiscal Year 2006-07. See the short-term obligation summary in the front section for more historical detail.

### Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, Funding of the Community Enhancement Program, the amount of funding 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. TOT Revenues for Fiscal Year 2006-07 are projected to be \$3.0 million, providing the same level of funding for this program as the adopted budget for Fiscal Year 2005-06.

### Community Projects

The Community Projects program provides grants to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding level is reviewed each year by the Chief Administrative Officer and is contingent on the availability of fund balance. The proposed funding level for each of the two years of this Operational Plan is \$10.0 million. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board as a whole.



**Contributions to the County Library System**

These General Fund appropriations are provided to augment the County Library Fund. The amounts proposed for Fiscal Years 2006-07 and 2007-08 are the same as for the Fiscal Year 2005-06 Adopted budget.

**Contingency Reserve-General Fund**

A Contingency Reserve of \$20.0 million is proposed for Fiscal Years 2006-07 and 2007-08. The Fiscal Year 2006-07 appropriation is an increase of \$4.4 million or 28% above Fiscal Year 2005-06. As the size of the General Fund grows, so should the Contingency Reserve. These appropriations are a source of funding for unanticipated needs, events, or for various uncertainties that may occur during the fiscal year. Examples of potential needs include emergency repairs, one-time projects, or Countywide appropriation and revenue shortfalls.

**Contributions to Capital Outlay Fund**

These appropriations represent the General Fund cost for Capital development or land acquisition projects. For Fiscal Year 2006-07, appropriations are proposed for continued land acquisition under the Multiple Species Conservation Program (MSCP), construction of a new Medical Examiner/County Veterinarian Building, and set asides for various projects in developmental stages including Otay River Park Trails, Sweetwater Loop Trail, Lakeside Sports Park II, Escondido Creek Acquisition, and San Luis Rey River Park land acquisition. See the Capital Program for more information on these projects as well as a list of open capital projects.

**Lease Payments-Certificates of Participation - Capital Projects**

The appropriations for this program are related to the annual lease payments due to the San Diego Asset Leasing Corporation (SANCAL) on the County's outstanding Certificates of Participation (COPs) for various capital

projects. Lease purchase payments show a net decrease in Fiscal Year 2006-07 due to the scheduled completion of payments. See the Capital Program for the detail on the lease purchase payments.

**Lease Payments-Certificates of Participation - Enterprise Resource Planning System**

The appropriations for this program are used to make the annual payments to SANCAL for the COPs issued in May, 2000 to finance the County's new Enterprise Resource Planning System. The final payment will be made in Fiscal Year 2009-10.

**Contribution to Capital/Debt Reduction**

Appropriations in Fiscal Years 2006-07 and 2007-08 are proposed to be earmarked for pending capital projects or debt reduction opportunities. Candidates include various projects identified via the capital improvements needs assessment process as well as the early redemption of certain of the County's pension obligation bonds. The relative merits of these opportunities will be weighed and specific recommendations will be brought to the Board for action.

**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:

- Reserve for periods of recession and fiscal uncertainty,
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract, and
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.



### Countywide Shared Major Maintenance

In Fiscal Years 2006-07 and 2007-08, appropriations totaling \$2.0 million are proposed for major maintenance projects at County facilities that are shared by departments from multiple groups. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

### 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 employee-risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates charged to individual departments for workers' compensation costs are based 70% on the last five years' actual claims experience and 30% based on rates determined by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. A reserve for Workers' Compensation Claims liability has been established with a current level of \$37.4 million. For each of the two years of this Operational Plan, \$4.0 million is proposed to be added to the Workers' Compensation Reserve, which would result in a reserve balance of \$45.4 million by Fiscal Year 2007-08. As a result of the County's Work Safe, Stay Healthy program, claims expenses have somewhat declined, enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours.

The 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 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. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The most current analysis estimates a long-term liability of \$17.5 million, thus the current reserve of \$19.5 million is deemed adequate for this fund. Due to relatively low levels of claims expense over the past few years compared to budget, the Public Liability Insurance ISF's fund balance (over and above the reserve) has grown and will be used in the amounts of \$11.7 million in Fiscal Year 2006-07 and \$11.7 million in Fiscal Year 2007-08 in lieu of charges to departments. Departments will collectively pay \$4.0 million annually of the anticipated costs.



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### **Pension Obligation Bonds**

The San Diego County Employees Retirement Association (SDCERA) is a public employees retirement system that was established by the County of San Diego on July 1, 1939, and is administered by the Board of Retirement to provide service retirement, disability, death and survivor benefits for its members. The Retirement Fund is supported by member contributions, County contributions and investment income from the Retirement Association assets. The County's contribution consists of a normal component and an Unfunded Actuarial Accrued Liability (UAAL) component. On three occasions the County has found it financially advantageous to refinance a portion of the UAAL by issuing Pension Obligation Bonds. The County of San Diego issued \$430.4 million of taxable Pension Obligation Bonds (POBs) in February 1994, \$737.3 million of POBs in October 2002 (of which \$550.0 million was paid to the Retirement Fund and \$187.3 million was used to refinance a portion of the 1994 Taxable Bonds and pay costs of issuance) and \$454.1 million of POBs in June 2004. During Fiscal Year 2004-05, the remaining balance on the 1994

POBs was economically defeased by using one-time resources to purchase a guaranteed investment contract (GIC) that will be used to make the final three years' payments.

The appropriations for Fiscal Years 2006-07 and 2007-08 support bond principal and interest payments as well as administrative expenses for the 2002 and the 2004 POBs. They also provide for the annual payment for the 1994 POBs that, although economically defeased, must, for accounting reasons, still be reflected as annual expenditures in the County's budget until completely redeemed in Fiscal Year 2007-08.

### **Debt Service Local Boards**

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system. The debt will be paid off in January 2012. The cost is offset by a special assessment on property located within the service area.





Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Cash Borrowing Program	\$ 7,625,000	\$ 12,700,000	\$ 12,700,000	—	\$ 12,700,000
Community Enhancement	3,000,000	3,000,000	3,000,000	—	3,000,000
Community Projects	10,000,000	10,000,000	10,000,000	—	10,000,000
Contribution to County Library	3,550,000	3,550,000	3,550,000	—	3,550,000
Contingency Reserve General Fund	15,600,000	15,600,000	20,000,000	0.28	20,000,000
Contributions to Capital Outlay Funds	2,000,000	3,561,181	98,800,000	26.74	5,000,000
Lease Payments - COPs - Capital	46,779,800	46,165,969	43,456,832	(0.06)	39,225,555
Lease Payments - COPs - ERPS	9,200,000	6,700,000	6,700,000	—	6,700,000
Contribution to Capital/Debt Reduction	—	3,672,952	20,613,976	4.61	105,323,093
Countywide General Expense	67,500,945	36,454,886	47,860,217	0.31	69,951,517
Countywide Shared Major Maintenance	—	2,000,000	2,000,000	—	2,000,000
Employee Benefits Fund (ISF)	35,401,399	35,650,654	35,158,308	(0.01)	35,508,640
Local Agency Formation Commission Administration	225,647	243,000	294,000	0.21	308,700
Public Liability Insurance (ISF)	10,500,000	11,000,000	15,722,000	0.43	15,722,000
Pension Obligation Bonds	126,553,344	110,514,605	125,607,789	0.14	113,411,379
Debt Service Local Boards	29,750	31,375	27,750	(0.12)	26,750
<b>Total</b>	<b>\$ 337,965,885</b>	<b>\$ 300,844,622</b>	<b>\$ 445,490,872</b>	<b>0.48</b>	<b>\$ 442,427,634</b>



# Appendices

## Appendices

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## Appendix A: Budget by Group/Agency



### Public Safety Group

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 668,475,818	\$ 700,071,324	\$ 742,319,255	6.03	\$ 772,751,367
Services & Supplies	170,087,121	174,247,640	199,153,670	14.29	186,671,911
Other Charges	100,351,436	118,408,107	99,183,398	(16.24)	95,097,121
Capital Assets Equipment	27,840,245	2,256,714	969,306	(57.05)	958,736
Expenditure Transfer & Reimbursements	(15,666,844)	(16,659,891)	(16,694,629)	0.21	(17,109,717)
Operating Transfers Out	206,932,512	223,999,395	242,881,285	8.43	251,489,333
Management Reserves	569,393	1,569,393	20,294,139	1,193.12	2,011,537
<b>Total</b>	<b>\$1,158,589,681</b>	<b>\$1,203,892,682</b>	<b>\$1,288,106,424</b>	<b>7.00</b>	<b>\$1,291,870,288</b>

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Licenses Permits & Franchises	\$ 358,500	\$ 362,347	\$ 363,601	0.35	\$ 362,347
Fines, Forfeitures & Penalties	22,034,414	29,016,583	22,136,135	(23.71)	22,155,782
Revenue From Use of Money & Property	10,281,840	9,335,122	10,217,245	9.45	8,778,158
Intergovernmental Revenues	377,529,636	398,142,359	413,906,621	3.96	411,256,118
Charges For Current Services	108,649,487	119,386,213	124,993,094	4.70	127,456,312
Miscellaneous Revenues	10,316,322	5,735,200	7,135,605	24.42	7,048,229
Other Financing Sources	212,457,954	229,524,837	242,752,721	5.76	251,489,333
Fund Balance	37,412,795	13,921,804	27,132,402	94.89	2,390,009
General Revenue Allocation	379,548,733	398,468,217	439,469,000	10.29	460,934,000
<b>Total</b>	<b>\$1,158,589,681</b>	<b>\$1,203,892,682</b>	<b>\$1,288,106,424</b>	<b>7.00</b>	<b>\$1,291,870,288</b>

#### Staffing - Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Staff Years	7,470.50	7,478.50	7,478.50	—	7,478.50



## Appendix A: Budget by Group/Agency

### Health and Human Services Agency

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 396,526,449	\$ 414,638,428	\$ 428,517,505	3.35	\$ 429,687,036
Services & Supplies	624,040,699	658,709,019	742,784,120	12.76	724,331,112
Other Charges	413,354,919	415,207,971	399,225,394	(3.85)	399,173,030
Capital Assets Equipment	243,137	796,508	679,206	(14.73)	559,206
Expenditure Transfer & Reimbursements	(230,207)	(354,135)	(408,385)	15.32	(408,385)
Operating Transfers Out	314,599,090	327,218,798	37,999,180	(88.39)	37,999,180
Management Reserves	2,500,000	5,000,000	5,000,000	—	5,000,000
<b>Total</b>	<b>\$ 1,751,034,087</b>	<b>\$ 1,821,216,589</b>	<b>\$ 1,613,797,020</b>	<b>(11.39)</b>	<b>\$ 1,596,341,179</b>

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 915,675	\$ 1,103,156	\$ 1,357,307	23.04	\$ 1,357,307
Taxes Other Than Current Secured	17,206	29,080	33,616	15.60	33,616
Licenses Permits & Franchises	1,217,627	858,323	1,008,189	17.46	1,098,323
Fines, Forfeitures & Penalties	4,544,830	4,658,704	4,510,767	(3.18)	4,510,767
Revenue From Use of Money & Property	807,745	924,238	841,644	(8.94)	841,644
Intergovernmental Revenues	1,286,134,857	1,358,013,208	1,420,207,071	4.58	1,408,840,618
Charges For Current Services	38,049,226	39,650,457	42,141,196	6.28	42,085,675
Miscellaneous Revenues	12,419,145	10,818,496	10,522,230	(2.74)	10,458,229
Other Financing Sources	299,154,776	308,109,411	24,200,000	(92.15)	24,200,000
Fund Balance	48,893,894	36,927,410	41,000,000	11.03	30,500,000
General Revenue Allocation	58,879,106	60,124,106	67,975,000	13.06	72,415,000
<b>Total</b>	<b>\$ 1,751,034,087</b>	<b>\$ 1,821,216,589</b>	<b>\$ 1,613,797,020</b>	<b>(11.39)</b>	<b>\$ 1,596,341,179</b>



Staffing - Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Staff Years	5,620.62	5,549.92	5,552.92	0.05	5,552.92



## Appendix A: Budget by Group/Agency

### Land Use and Environment Group

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 133,363,337	\$ 139,096,490	\$ 148,541,052	6.79	\$ 152,378,376
Services & Supplies	156,092,863	156,472,795	145,196,253	(7.21)	137,983,129
Other Charges	13,869,800	4,808,275	5,774,945	20.10	5,245,180
Capital Assets/Land Acquisition	8,546,162	14,146,210	6,911,950	(51.14)	909,142
Capital Assets Equipment	4,179,579	3,247,306	5,026,985	54.80	4,807,985
Expenditure Transfer & Reimbursements	—	—	(100,000)	—	(100,000)
Reserves	35,000	—	—	—	—
Reserve/Designation Increase	—	877,700	1,426,200	62.49	1,113,376
Operating Transfers Out	6,249,838	6,288,530	6,914,621	9.96	6,448,352
Management Reserves	2,441,609	3,341,609	1,917,802	(42.61)	1,917,802
<b>Total</b>	<b>\$ 324,778,188</b>	<b>\$ 328,278,915</b>	<b>\$ 321,609,808</b>	<b>(2.03)</b>	<b>\$ 310,703,342</b>

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 4,710,258	\$ 4,912,755	\$ 5,364,714	9.20	\$ 5,364,714
Taxes Other Than Current Secured	21,439,472	9,786,500	10,957,425	11.96	8,250,730
Licenses Permits & Franchises	31,432,264	32,114,718	34,447,546	7.26	36,153,112
Fines, Forfeitures & Penalties	1,446,490	1,740,762	1,584,217	(8.99)	1,695,445
Revenue From Use of Money & Property	15,949,383	15,973,779	16,289,131	1.97	16,299,131
Intergovernmental Revenues	83,560,660	98,333,444	82,311,709	(16.29)	79,502,193
Charges For Current Services	69,028,106	73,376,969	80,603,195	9.85	82,129,466
Miscellaneous Revenues	16,281,306	16,733,030	13,354,610	(20.19)	13,690,055
Other Financing Sources	8,146,584	7,771,225	7,241,621	(6.81)	6,709,352
Reserve/Designation Decreases	1,723,495	1,560,500	1,605,080	2.86	1,116,300
Fund Balance	37,768,143	31,530,914	22,092,560	(29.93)	9,684,844
General Revenue Allocation	33,292,027	34,444,319	45,758,000	32.85	50,108,000
<b>Total</b>	<b>\$ 324,778,188</b>	<b>\$ 328,278,915</b>	<b>\$ 321,609,808</b>	<b>(2.03)</b>	<b>\$ 310,703,342</b>





Staffing - Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Staff Years	1,492.00	1,497.00	1,552.00	3.67	1,552.00



## Appendix A: Budget by Group/Agency

### Community Services Group

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 72,840,450	\$ 76,627,395	\$ 78,558,867	2.52	\$ 81,053,560
Services & Supplies	121,354,907	123,228,387	138,573,221	12.45	131,503,926
Other Charges	18,421,539	15,751,602	20,002,858	26.99	19,948,454
Capital Assets Equipment	9,181,000	9,586,000	9,270,000	(3.30)	9,245,000
Expenditure Transfer & Reimbursements	—	(31,000)	(59,000)	90.32	(59,000)
Reserves	100,000	100,000	100,000	—	100,000
Reserve/Designation Increase	—	—	1,200,000	—	—
Operating Transfers Out	6,616,257	7,370,346	4,353,997	(40.93)	4,057,228
Management Reserves	2,691,242	3,849,603	3,250,000	(15.58)	2,500,000
<b>Total</b>	<b>\$ 231,205,395</b>	<b>\$ 236,482,333</b>	<b>\$ 255,249,943</b>	<b>7.94</b>	<b>\$ 248,349,168</b>

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 20,784,012	\$ 22,856,304	\$ 25,225,903	10.37	\$ 25,741,787
Taxes Other Than Current Secured	5,802,506	5,409,044	2,965,013	(45.18)	3,026,296
Licenses Permits & Franchises	2,220,900	2,121,900	2,121,900	—	2,121,900
Fines, Forfeitures & Penalties	9,000	13,000	(5,835)	(144.88)	(6,400)
Revenue From Use of Money & Property	1,292,132	1,292,907	2,131,861	64.89	2,127,514
Intergovernmental Revenues	42,988,873	39,273,574	38,768,545	(1.29)	38,632,786
Charges For Current Services	123,776,303	126,452,122	134,742,263	6.56	135,067,465
Miscellaneous Revenues	4,404,675	3,380,642	5,133,593	51.85	5,075,612
Other Financing Sources	6,160,549	7,144,090	7,206,597	0.87	6,962,398
Reserve/Designation Decreases	748,035	451,965	—	(100.00)	1,200,000
Fund Balance	14,464,184	13,678,559	21,194,103	54.94	12,372,810
General Revenue Allocation	8,554,226	14,408,226	15,766,000	9.42	16,027,000
<b>Total</b>	<b>\$ 231,205,395</b>	<b>\$ 236,482,333</b>	<b>\$ 255,249,943</b>	<b>7.94</b>	<b>\$ 248,349,168</b>



## Appendix A: Budget by Group/Agency

### Staffing - Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Staff Years	986.25	979.00	974.00	(0.51)	990.00



## Appendix A: Budget by Group/Agency

### Finance and General Government Group

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 106,727,244	\$ 113,188,821	\$ 117,908,911	4.17	\$ 121,416,673
Services & Supplies	166,500,121	172,686,403	181,016,010	4.82	167,542,110
Other Charges	20,000	—	—	—	—
Capital Assets Equipment	—	70,000	10,000	(85.71)	—
Expenditure Transfer & Reimbursements	(216,691)	(355,465)	(217,714)	(38.75)	(223,495)
Management Reserves	3,450,000	3,550,000	4,884,000	37.58	—
<b>Total</b>	<b>\$ 276,480,674</b>	<b>\$ 289,139,759</b>	<b>\$ 303,601,207</b>	<b>5.00</b>	<b>\$ 288,735,288</b>

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Licenses Permits & Franchises	\$ 2,763,223	\$ 2,787,205	\$ 2,740,000	(1.69)	\$ 2,740,000
Fines, Forfeitures & Penalties	800,000	799,000	915,000	14.52	915,000
Revenue From Use of Money & Property	156,846	174,949	174,949	—	174,949
Intergovernmental Revenues	10,727,500	10,562,000	2,710,000	(74.34)	2,710,000
Charges For Current Services	153,508,051	158,580,258	175,637,669	10.76	169,227,784
Miscellaneous Revenues	6,808,617	6,735,642	7,183,788	6.65	7,265,865
Other Financing Sources	8,161,450	10,638,000	845,000	(92.06)	—
Reserve/Designation Decreases	3,238,200	3,238,200	2,201,400	(32.02)	—
Fund Balance	12,514,990	8,780,000	12,718,401	44.86	3,087,690
General Revenue Allocation	77,801,797	86,844,505	98,475,000	13.39	102,614,000
<b>Total</b>	<b>\$ 276,480,674</b>	<b>\$ 289,139,759</b>	<b>\$ 303,601,207</b>	<b>5.00</b>	<b>\$ 288,735,288</b>

#### Staffing - Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Staff Years	1,267.50	1,267.50	1,271.00	0.28	1,271.00



### Capital Program

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Services & Supplies	\$ 5,360,000	\$ 2,860,000	\$ 2,860,000	—	\$ 2,860,000
Capital Assets/Land Acquisition	2,829,300	4,177,000	98,800,000	2,265.33	5,000,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.65	\$ 7,860,000

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Revenue From Use of Money & Property	\$ 287,823	\$ 419,000	\$ 469,000	11.93	\$ 469,000
Intergovernmental Revenues	813,300	1,027,000	—	(100.00)	—
Charges For Current Services	16,000	—	—	—	—
Other Financing Sources	7,000,000	3,354,000	99,503,000	2,866.70	5,703,000
Fund Balance	72,177	2,237,000	1,688,000	(24.54)	1,688,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.65	\$ 7,860,000



## Appendix A: Budget by Group/Agency

### Finance-Other

#### Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Salaries & Benefits	\$ 26,117,635	\$ 24,200,000	\$ 22,400,000	(7.44)	\$ 22,400,000
Services & Supplies	21,436,209	51,535,009	72,741,657	41.15	95,431,704
Other Charges	217,113,541	197,468,988	222,128,545	12.49	290,175,260
Reserves	15,600,000	15,600,000	20,000,000	28.21	20,000,000
Reserve/Designation Increase	4,600,000	3,402,625	4,000,000	17.56	4,000,000
Operating Transfers Out	53,098,500	8,638,000	104,220,670	1,106.54	10,420,670
Total	\$ 337,965,885	\$ 300,844,622	\$ 445,490,872	48.08	\$ 442,427,634

#### Revenues

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 29,250	\$ 31,375	\$ 27,250	(13.15)	\$ 26,250
Fines, Forfeitures & Penalties	2,905,950	3,415,980	3,419,068	0.09	3,151,345
Revenue From Use of Money & Property	1,880,034	1,274,186	1,149,051	(9.82)	1,486,967
Intergovernmental Revenues	7,887,864	6,642,100	6,844,117	3.04	7,059,697
Charges For Current Services	96,432,879	100,644,417	104,643,230	3.97	107,314,219
Miscellaneous Revenues	—	17,778,492	23,850,103	34.15	25,105,991
Other Financing Sources	45,934,000	300,000	200,000	(33.33)	200,000
Reserve/Designation Decreases	500	—	412,747	—	320,394
Fund Balance	83,534,000	44,018,403	66,049,306	50.05	36,260,771
General Revenue Allocation Offset	99,361,408	126,739,669	238,896,000	88.49	261,502,000
Total	\$ 337,965,885	\$ 300,844,622	\$ 445,490,872	48.08	\$ 442,427,634

## Appendix B: Appropriations by Fund



### Appropriations by Fund Type

#### County Funds by Type

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
General Fund	\$ 2,869,567,681	\$ 2,943,885,514	\$ 3,245,202,143	10.24	\$ 3,221,163,924
Special Revenue Funds	695,657,146	727,868,348	544,782,380	(25.15)	454,249,140
Debt Service County Family	126,553,344	110,514,605	125,607,789	13.66	113,411,379
County Proprietary Enterprise Funds	17,132,149	20,723,284	17,762,219	(14.29)	14,257,816
County Proprietary Internal Service Funds	295,364,639	302,618,235	319,594,254	5.61	309,065,582
Air Pollution Control District	22,477,834	23,673,245	24,091,063	1.76	24,381,604
County Service Areas	9,333,414	10,841,146	12,140,058	11.98	12,140,058
Miscellaneous Special Districts	8,866,284	9,371,263	8,927,781	(4.73)	8,938,781
Permanent Road Divisions	6,962,094	6,613,294	4,925,495	(25.52)	4,925,495
Sanitation Districts	26,578,351	24,036,452	20,946,540	(12.86)	18,356,767
Miscellaneous Local Agencies	9,750,274	6,746,514	5,535,552	(17.95)	5,396,353
Total	\$ 4,088,243,210	\$ 4,186,891,900	\$ 4,329,515,274	3.41	\$ 4,186,286,899



## Appendix B: Appropriations by Fund

### Appropriations by Group and Fund

#### Public Safety Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Public Safety Group General Fund	\$ 944,105,313	\$ 972,204,717	\$ 1,037,185,632	6.68	\$ 1,032,362,529
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	—	1,100,000
District Atty Asset Forfeiture Program Fed	386,916	327,500	350,241	6.94	329,160
District Atty Asset Forfeiture State	—	200,000	200,000	—	200,000
Probation Asset Forfeiture Program	35,000	50,000	50,000	—	50,000
Sheriffs Inmate Welfare	5,277,000	4,559,081	4,704,695	3.19	4,704,695
Probation Inmate Welfare	225,000	225,000	225,000	—	225,000
Public Safety Prop 172 Spec. Rev	201,966,912	220,517,932	239,157,604	8.45	247,765,652
CSA 135 Regional 800 MHZ Radio System	622,954	622,954	632,954	1.61	632,954
CSA 135 Del Mar 800 MHZ Zone B	57,049	57,049	57,049	—	57,049
CSA 135 Poway 800 MHZ Zone F	129,888	140,000	145,000	3.57	145,000
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	38,449	—	38,449
Jail Stores Internal Service Fund	4,645,200	3,850,000	4,259,800	10.64	4,259,800
<b>Total</b>	<b>\$ 1,158,589,681</b>	<b>\$ 1,203,892,682</b>	<b>\$ 1,288,106,424</b>	<b>7.00</b>	<b>\$ 1,291,870,288</b>

#### Health and Human Services Agency

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Health and Human Services Agency General Fund	\$ 1,432,507,365	\$ 1,481,762,546	\$ 1,581,046,822	6.70	\$ 1,563,590,981
Tobacco Securitization Special Revenue	27,300,000	27,300,000	25,500,000	(6.59)	25,500,000
Social Services Realignment	100,020,358	117,681,440	—	(100.00)	—
Mental Health Realignment	86,888,757	89,720,336	—	(100.00)	—
Health Realignment	99,569,949	98,478,707	—	(100.00)	—
CSA 17 San Dieguito Ambulance	1,804,104	2,189,911	2,635,402	20.34	2,635,402
CSA 69 Heartland Paramedic	2,943,554	4,083,649	4,614,796	13.01	4,614,796
<b>Total</b>	<b>\$ 1,751,034,087</b>	<b>\$ 1,821,216,589</b>	<b>\$ 1,613,797,020</b>	<b>(11.39)</b>	<b>\$ 1,596,341,179</b>





## Appendix B: Appropriations by Fund

### Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Land Use & Environment Group General Fund	\$ 127,504,649	\$ 130,556,913	\$ 127,019,518	(2.71)	\$ 123,683,784
Road Fund	88,875,094	85,993,769	91,444,201	6.34	89,832,771
Air Pollution Control Dist Operations	18,287,989	18,975,975	19,044,594	0.36	19,389,135
APCD Air Quality Improvement Trust	4,189,845	4,697,270	4,926,469	4.88	4,926,469
Air Quality Power Genl Mitigation	—	—	120,000	—	66,000
San Diego Co Lighting Maint Dist 1	1,792,000	1,537,115	1,500,115	(2.41)	1,500,115
Inactive Waste Site Management	14,293,921	14,257,927	12,688,687	(11.01)	12,746,499
Hillsborough Landfill Maintenance	299,714	330,165	302,220	(8.46)	302,220
Duck Pond Landfill Cleanup	61,500	17,000	15,000	(11.76)	15,000
Parkland Ded Area 4 Lincoln Acres	1,500	1,000	1,000	—	1,000
Parkland Ded Area 15 Sweetwater	2,500	5,000	5,000	—	5,000
Parkland Ded Area 16 Otay	400	500	500	—	500
Parkland Ded Area 19 Jamul	2,000	1,000	1,000	—	1,000
Parkland Ded Area 20 Spring Valley	5,000	4,000	4,000	—	4,000
Parkland Ded Area 25 Lakeside	2,000	5,000	5,000	—	5,000
Parkland Ded Area 26 Crest	1,000	3,000	3,000	—	3,000
Parkland Ded Area 27 Alpine	2,000	4,000	4,000	—	4,000
Parkland Ded Area 28 Ramona	3,000	5,000	5,000	—	5,000
Parkland Ded Area 29 Escondido	1,000	3,000	3,000	—	3,000
Parkland Ded Area 30 San Marcos	2,000	1,000	1,000	—	1,000
Parkland Ded Area 31 San Dieguito	2,000	3,500	3,500	—	3,500
Parkland Ded Area 32 Carlsbad	2,000	1,000	1,000	—	1,000
Parkland Ded Area 35 Fallbrook	2,000	4,000	4,000	—	4,000
Parkland Ded Area 36 Bonsall	3,000	2,000	2,000	—	2,000
Parkland Ded Area 37 Vista	3,000	1,000	1,000	—	1,000
Parkland Ded Area 38 Valley Center	3,000	8,000	8,000	—	8,000
Parkland Ded Area 39 Pauma Valley	3,000	1,000	1,000	—	1,000
Parkland Ded Area 40 Palomar Julian	3,000	3,000	3,000	—	3,000
Parkland Ded Area 41 Mountain Empire	3,000	3,000	3,000	—	3,000



## Appendix B: Appropriations by Fund

### Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Parkland Ded Area 42 Anza Borrego	2,000	2,000	2,000	—	2,000
Parkland Ded Area 43 Central Mountain	3,000	2,000	2,000	—	2,000
Parkland Ded Area 44 Oceanside	2,000	1,000	1,000	—	1,000
Parkland Ded Area 45 Valle de Oro	4,000	3,000	3,000	—	3,000
Parkland Dedication Fund Interest	15,000	—	—	—	—
PRD 6 Pauma Valley	178,396	197,032	229,371	16.41	229,371
PRD 8 Magee Road Pala	209,552	222,443	89,081	(59.95)	89,081
PRD 9 Santa Fe Zone B	76,749	89,529	53,772	(39.94)	53,772
PRD 10 Davis Drive	16,647	16,647	20,972	25.98	20,972
PRD 11 Bernardo Road Zone A	24,689	30,519	25,212	(17.39)	25,212
PRD 11 Bernardo Road Zone C	38,938	38,410	36,526	(4.90)	36,526
PRD 11 Bernardo Road Zone D	18,506	20,897	18,707	(10.48)	18,707
PRD 12 Lomair	158,976	165,665	94,915	(42.71)	94,915
PRD 13 Pala Mesa Zone A	209,977	236,907	155,157	(34.51)	155,157
PRD 13 Stewart Canyon Zone B	59,691	66,097	58,213	(11.93)	58,213
PRD 14 Rancho Diego	9,163	8,616	12,172	41.27	12,172
PRD 16 Wynola	86,942	101,670	52,147	(48.71)	52,147
PRD 18 Harrison Park	224,017	223,465	121,620	(45.58)	121,620
PRD 20 Daily Road	366,782	335,011	287,636	(14.14)	287,636
PRD 21 Pauma Heights	506,458	143,416	97,171	(32.25)	97,171
PRD 22 West Dougherty St	18,927	18,181	19,898	9.44	19,898
PRD 23 Rock Terrace Road	8,081	7,476	5,760	(22.95)	5,760
PRD 24 Mt Whitney Road	39,376	43,041	54,184	25.89	54,184
CSA 26 Rancho San Diego	232,500	230,500	233,500	1.30	233,500
CSA 26 Cottonwood Village Zone A	181,420	175,345	168,335	(4.00)	168,335
CSA 26 Monte Vista Zone B	412,475	449,162	261,798	(41.71)	261,798
PRD 30 Royal Oaks Carroll	35,463	35,486	34,850	(1.79)	34,850
PRD 38 Gay Rio Terrace	38,212	43,261	34,653	(19.90)	34,653
PRD 39 Sunbeam Lane	9,646	9,366	9,366	—	9,366
PRD 45 Rincon Springs Rd	116,478	138,256	138,256	—	138,256
PRD 46 Rocosco Road	30,785	26,934	19,375	(28.06)	19,375



Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
PRD 49 Sunset Knolls Road	29,572	25,911	22,634	(12.65)	22,634
PRD 50 Knoll Park Lane	82,494	85,657	48,302	(43.61)	48,302
PRD 53 Knoll Park Lane Extension	157,632	170,676	93,503	(45.22)	93,503
PRD 54 Mount Helix	48,491	54,770	60,386	10.25	60,386
PRD 55 Rainbow Crest Rd	261,212	306,845	178,193	(41.93)	178,193
PRD 60 River Drive	43,458	45,466	30,604	(32.69)	30,604
PRD 61 Green Meadow Way	156,298	166,328	88,436	(46.83)	88,436
PRD 63 Hillview Road	348,347	397,284	206,228	(48.09)	206,228
PRD 64 Lila Lane	6,452	9,508	5,243	(44.86)	5,243
PRD 70 El Camino Corto	38,881	35,572	25,795	(27.49)	25,795
PRD 75 Gay Rio Dr Zone A	149,716	151,432	75,711	(50.00)	75,711
PRD 75 Gay Rio Dr Zone B	198,558	228,453	122,896	(46.21)	122,896
PRD 76 Kingsford Court	20,124	20,918	17,426	(16.69)	17,426
PRD 77 Montiel Truck Trail	115,223	121,684	74,913	(38.44)	74,913
PRD 78 Gardena Way	103,634	105,349	55,201	(47.60)	55,201
PRD 80 Harris Truck Trail	146,229	143,405	88,795	(38.08)	88,795
CSA 81 Fallbrook Local Park	180,625	177,785	177,785	—	177,785
CSA 83 San Dieguito Local Park	542,493	445,745	451,324	1.25	451,324
CSA 83A Zone A4S Ranch Park 95155	244,000	266,000	266,000	—	266,000
CSA 86 Watson Place	6,627	1,277	1,277	—	1,277
PRD 88 East Fifth St	44,420	46,212	39,144	(15.29)	39,144
PRD 90 South Cordoba	46,207	47,204	40,940	(13.27)	40,940
PRD 94 Roble Grande Road	326,914	343,689	189,055	(44.99)	189,055
PRD 95 Valle Del Sol	152,799	177,239	99,317	(43.96)	99,317
PRD 99 Via Allondra Via Del Corvo	46,212	44,600	29,895	(32.97)	29,895
PRD 100 Viejas Lane View	20,751	20,356	16,454	(19.17)	16,454
PRD 101 Johnson Lake Rd	98,858	103,248	58,104	(43.72)	58,104
PRD 101 Hi Ridge Rd Zone A	30,333	29,635	25,492	(13.98)	25,492
PRD 102 Mountain Meadow	66,445	160,611	82,926	(48.37)	82,926
PRD 103 Alto Drive	122,394	132,400	96,319	(27.25)	96,319
PRD 104 Artesian Rd	77,240	92,272	51,213	(44.50)	51,213
PRD 105 Alta Loma Dr	35,799	45,660	17,181	(62.37)	17,181



## Appendix B: Appropriations by Fund

### Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
PRD 105 Alta Loma Dr Zone A	42,558	44,750	20,937	(53.21)	20,937
PRD 106 Garrison Way Et Al	46,257	52,449	62,212	18.61	62,212
CSA 107 Elfin Forest Fire District	275,903	277,465	328,157	18.27	328,157
CSA 107 Elfin Forest Fire Mitigation Fee	6,312	7,653	19,536	155.27	19,536
CSA 109 Mt Laguna Fire Medical	50,620	42,601	48,552	13.97	48,552
CSA 109 Mt Laguna Fire Mitigation Fee	457	—	735	—	735
CSA 110 Mount Palomar Fire Medical	118,446	179,372	121,969	(32.00)	121,969
CSA 110 Mt Palomar Fire Mitigation Fee	5,243	7,763	9,027	16.28	9,027
CSA 111 Boulevard Fire District	56,629	58,588	116,063	98.10	116,063
CSA 111 Boulevard Fire Mitigation Fee	9,611	19,084	57,979	203.81	57,979
CSA 112 Campo Fire District	52,866	55,792	156,670	180.81	156,670
CSA 112 Campo Fire Mitigation Fee	21,766	29,091	110,043	278.27	110,043
CSA 113 San Pasqual Fire District	110,803	96,193	127,745	32.80	127,745
CSA 113 San Pasqual Fire Mitigation Fee	1,366	8,584	17,402	102.73	17,402
CSA 115 Pepper Drive Fire District	213,244	253,244	383,661	51.50	383,661
PRD 117 Legend Rock	303,267	63,955	42,307	(33.85)	42,307
CSA 122 Otay Mesa East	79,966	50,537	75,185	48.77	75,185
PRD 123 Mizpah Lane	15,250	16,847	19,198	13.96	19,198
PRD 125 Wrightwood Road	36,820	39,244	41,353	5.37	41,353
PRD 126 Sandhurst Way	24,536	25,630	23,194	(9.50)	23,194
PRD 127 Singing Trails Drive	26,560	24,859	24,012	(3.41)	24,012
CSA 128 San Miguel Park Dist	847,458	788,350	798,978	1.35	798,978
PRD 129 Birch Street	4,768	—	—	—	—
PRD 130 Wilkes Road	73,702	98,521	69,042	(29.92)	69,042
PRD 133 Ranch Creek Road	36,915	42,790	39,981	(6.56)	39,981
PRD 134 Kenora Lane	40,785	40,502	49,895	23.19	49,895
CSA 136 Sundance Detention Basin	86,586	89,003	84,687	(4.85)	84,687



## Appendix B: Appropriations by Fund

### Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
San Diego Co Flood Control Dist	5,319,084	5,825,817	4,943,817	(15.14)	4,943,817
Stormwater Maint ZN349781	—	8,628	8,628	0.00	8,628
PRD 1001 Capra Way	6,420	—	—	—	—
PRD 1002 Sunny Acres	9,216	6,945	7,361	5.99	7,361
PRD 1003 Alamo Way	17,260	15,070	7,347	(51.25)	7,347
PRD 1004 Butterfly Lane	13,797	10,692	14,161	32.44	14,161
PRD 1005 Eden Valley Lane	29,872	22,253	21,208	(4.70)	21,208
PRD 1007 Tumble Creek	91,934	26,449	800	(96.98)	800
PRD 1008 Canter	41,908	38,968	17,485	(55.13)	17,485
PRD 1009 Golf Drive	11,650	7,598	2,200	(71.05)	2,200
PRD 1010 Alpine High	424,329	280,741	262,657	(6.44)	262,657
PRD 1011 La Cuesta	51,192	57,303	38,512	(32.79)	38,512
PRD 1012 Millar Road	131,598	123,152	104,483	(15.16)	104,483
PRD 1013 Singing Trails	24,356	43,867	64,965	48.10	64,965
PRD 1014 Lavender Point Lane	—	—	141,373	—	141,373
PRD1015 Landavo Drive	—	—	241,492	—	241,492
Survey Monument Preservation Fund	125,000	100,000	100,000	—	100,000
Special Aviation	71,708	178,300	205,563	15.29	54,500
Special Aviation Debt Service	336,189	339,168	341,449	0.67	343,033
Co Fish and Game Propagation	39,500	47,000	47,000	—	47,000
Airport Enterprise Fund	11,878,855	15,313,785	12,282,382	(19.80)	8,839,926
Liquid Waste Enterprise Fund	5,253,294	5,409,499	5,479,837	1.30	5,417,890
Wintergardens Sewer Maintenance Dist	1,650,200	1,248,630	1,439,750	15.31	1,439,750
East Otay Mesa Sewer Maint Dist	105,000	105,000	105,000	0.00	105,000
Campo Hills Water Treatment System	—	362,280	—	(100.00)	—
Campo Water and Sewer Service Area	—	283,793	930,471	227.87	941,471
Alpine Sanitation Maint and Oper	1,635,109	1,466,860	1,629,865	11.11	1,141,450
Julian Sanitation Maint and Oper	226,632	234,132	237,267	1.34	237,267
Lakeside Sanitation Maint and Oper	7,816,340	8,377,650	6,459,800	(22.89)	5,971,020



## Appendix B: Appropriations by Fund

### Land Use & Environment Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Pine Valley Sanitation Maint and Oper	94,550	100,550	100,550	—	100,550
DPW Equipment Internal Svc Fund	2,036,543	3,577,566	3,640,708	1.76	3,640,708
DPW ISF Equipment Acq Road Fund	4,345,693	4,049,333	4,651,670	14.87	4,651,670
DPW ISF Equipment Acq Inactive Waste	98,320	95,705	38,832	(59.43)	38,832
DPW ISF Equipment Acq Airport Ent	676,754	122,751	173,614	41.44	98,614
DPW ISF Equipment Acq Genl Fund	—	3,834	—	(100.00)	—
DPW ISF Equipment Acq Liquid Waste	187,075	415,812	204,840	(50.74)	204,840
Spring Valley Sanitation Maint and Oper	16,805,720	13,857,260	12,519,058	(9.66)	10,906,480
Total	\$ 324,778,188	\$ 328,278,915	\$ 321,609,808	(2.03)	\$ 310,703,342

### Community Services Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Community Services Group General Fund	\$ 37,623,777	\$ 43,123,750	\$ 48,963,672	13.54	\$ 44,879,376
HCD Special Revenue Fund	29,350,836	25,720,350	26,267,648	2.13	26,267,648
County Library	28,802,140	31,018,468	37,579,478	21.15	34,104,323
Co Redev Agy Gillespie Fld Special DS	3,003,513	2,387,767	2,079,995	(12.89)	2,041,672
Co Redev Agy Gillespie Fld Tax Alloc DS	424,350	426,118	—	(100.00)	—
Co Redev Agy Gillespie Fld Reserve DS	20,000	15,000	—	(100.00)	—
Co Redev Agy Gillespie Fld Principal DS	140,000	150,000	—	(100.00)	—
Co Redev Agy Gillespie Fld Interest DS	284,350	276,118	—	(100.00)	—
Co Redev Agy 05 Gillespie Redev Debt Service Fd	—	—	1,197,400	—	1,144,830
Co Redev Agy 05 Gillespie Redev - Interest	—	—	837,400	—	824,830



## Appendix B: Appropriations by Fund

### Community Services Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Co Redev Agy 05 Gillespie Redev - Principal	—	—	360,000	#DIV/0!	320,000
Co Redev Agy Gillespie Fld Capital	2,579,163	2,168,584	234,667	(89.18)	239,931
Co Redev Agy Upper SD River Capital	2,354,859	675,600	175,000	(74.10)	175,000
Co Redev Agy Gillespie Housing Capital	500,000	492,153	500,000	1.59	500,000
Co Redev Agy Upper SD River Housg Cap	414,289	123,799	123,340	(0.37)	123,340
Purchasing ISF-Document Services	9,177,430	9,188,449	7,385,643	(19.62)	7,451,424
Fleet Services Internal Service Fund	8,349,391	8,599,066	8,661,439	0.73	8,793,762
Fleet ISF Equipment Acq General	17,830,401	18,044,942	18,210,783	0.92	18,210,783
Fleet ISF Materials Supply Inventory	8,979,922	9,543,107	11,888,797	24.58	11,899,004
Fleet ISF Accident Repair	92,000	155,680	159,172	2.24	159,172
Fleet ISF Accidents Sheriff	166,000	243,161	224,744	(7.57)	224,744
Facilities Management Internal Svc Fund	66,112,974	69,130,221	71,978,550	4.12	72,567,114
Major Maintenance Internal Svc Fund	15,000,000	15,000,000	18,422,215	22.81	18,422,215
<b>Total</b>	<b>\$ 231,205,395</b>	<b>\$ 236,482,333</b>	<b>\$ 255,249,943</b>	<b>7.94</b>	<b>\$ 248,349,168</b>

### Finance and General Government Group

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Finance and General Government Group General Fund	\$ 162,345,185	\$ 172,589,600	\$ 182,011,474	5.46	\$ 178,888,389
CATV Cable TV Media Public Relations	2,369,952	2,602,205	2,776,594	6.70	2,634,639
Information Technology Internal Svc Fund	111,765,537	113,947,954	118,813,139	4.27	107,212,260
<b>Total</b>	<b>\$ 276,480,674</b>	<b>\$ 289,139,759</b>	<b>\$ 303,601,207</b>	<b>5.00</b>	<b>\$ 288,735,288</b>



## Appendix B: Appropriations by Fund

### Capital

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Capital Outlay Fund	\$ 829,300	\$ 4,177,000	\$ 18,800,000	2,265.33	\$ 5,000,000
Justice Facility Const COF	2,000,000	—	80,000,000	—	—
Edgemoor Development Fund	5,360,000	2,860,000	2,860,000	—	2,860,000
Total	\$ 8,189,300	\$ 7,037,000	\$ 101,660,000	1,344.65	\$ 7,860,000

### Finance Other

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Finance Other General Fund	\$ 165,481,392	\$ 143,647,988	\$ 268,975,025	87.25	\$ 277,758,865
Pension Obligation Bonds	126,553,344	110,514,605	125,607,789	13.66	113,411,379
Employee Benefits Internal Svc Fund	35,401,399	35,650,654	35,158,308	(1.38)	35,508,640
Public Liability Insurance Internal Svc Fd	10,500,000	11,000,000	15,722,000	42.93	15,722,000
Majestic Pines County Service District Debt	29,750	31,375	27,750	(11.55)	26,750
Total	\$ 337,965,885	\$ 300,844,622	\$ 445,490,872	48.08	\$ 442,427,634



## Appendix C: General Fund Budget Summary



### Expenditures and Financing Sources

#### Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Public Safety Group</b>					
Executive Office	\$ 10,290,500	\$ 7,006,948	\$ 22,967,122	227.78	\$ 10,664,951
District Attorney	106,596,602	109,254,899	118,261,596	8.24	122,777,532
Sheriff	463,351,378	480,412,670	513,485,150	6.88	525,798,248
Alternate Public Defender	13,265,745	13,636,708	15,101,253	10.74	15,805,813
Child Support Services	55,884,159	56,505,214	53,171,929	(5.90)	50,842,904
Citizens' Law Enforcement Review Board	507,280	497,922	523,047	5.05	538,262
Office of Emergency Services	21,980,736	24,442,981	14,777,480	(39.54)	3,087,898
Medical Examiner	6,691,917	7,037,130	7,638,378	8.54	8,048,705
Probation Department	145,363,692	143,476,182	155,053,852	8.07	158,333,098
Public Defender	44,536,543	46,432,574	50,787,795	9.38	52,675,481
Contribution for Trial Courts	67,537,321	74,302,049	76,141,668	2.48	75,117,197
Defense Attorney / Contract Administration	8,099,440	9,199,440	9,276,362	0.84	8,672,440
<b>Total - Public Safety Group</b>	<b>\$ 944,105,313</b>	<b>\$ 972,204,717</b>	<b>\$ 1,037,185,632</b>	<b>6.68</b>	<b>\$ 1,032,362,529</b>
<b>Health &amp; Human Services Agency</b>					
Regional Operations	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124
Strategic Planning & Operational Support	91,080,554	95,868,144	127,867,804	33.38	122,334,945
Aging and Independence Services	214,467,363	240,150,858	255,034,506	6.20	274,035,809
Behavioral Health Services	288,882,916	288,049,078	333,910,301	15.92	315,352,813
Child Welfare Services	230,268,230	236,972,740	254,000,216	7.19	253,999,216
Public Health Services	73,366,752	74,618,654	72,972,317	(2.21)	72,401,028
Public Administrator / Public Guardian	3,151,971	3,684,636	4,215,022	14.39	4,215,022
Administrative Support	64,065,115	75,332,548	82,536,218	9.56	71,385,024
<b>Total - Health and Human Services Agency</b>	<b>\$ 1,432,507,365</b>	<b>\$ 1,481,762,546</b>	<b>\$ 1,581,046,822</b>	<b>6.70</b>	<b>\$ 1,563,590,981</b>



## Appendix C: General Fund Budget Summary

### Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
<b>Land Use and Environment Group</b>					
Executive Office	\$ 5,625,592	\$ 6,833,373	\$ 5,613,333	(17.85)	\$ 5,704,360
San Diego Geographic Information Source (SanGIS)	689,334	720,142	992,558	37.83	1,021,155
Agriculture, Weights and Measures	11,998,501	13,636,969	15,537,919	13.94	15,881,944
Environmental Health	30,053,095	31,948,228	35,570,316	11.34	35,927,677
Farm and Home Advisor	1,004,785	992,979	708,088	(28.69)	723,801
Parks and Recreation	22,866,672	22,218,191	26,793,803	20.59	21,091,285
Planning and Land Use	40,095,486	30,341,308	34,386,904	13.33	36,234,737
Public Works	15,171,184	23,865,723	7,416,597	(68.92)	7,098,825
<b>Total - Land Use and Environment Group</b>	\$ 127,504,649	\$ 130,556,913	\$ 127,019,518	(2.71)	\$ 123,683,784
<b>Community Services Group</b>					
Community Services Group Executive Office	\$ 5,647,360	\$ 6,893,390	\$ 9,893,928	43.53	\$ 6,173,069
Animal Services	10,822,770	11,057,081	11,958,845	8.16	12,259,101
General Services	136,780	1,250,000	1,305,000	4.40	1,305,000
Housing & Community Development	11,722,449	9,910,225	10,025,124	1.16	10,360,834
Purchasing and Contracting	—	—	250,000	—	—
Registrar of Voters	9,294,418	14,013,054	15,530,775	10.83	14,781,372
<b>Total - Community Services Group</b>	\$ 37,623,777	\$ 43,123,750	\$ 48,963,672	13.54	\$ 44,879,376
<b>Finance &amp; General Government</b>					
Executive Office	\$ 17,503,894	\$ 16,389,307	\$ 13,445,483	(17.96)	\$ 14,140,207
Board of Supervisors	6,179,860	6,072,107	6,802,626	12.03	6,802,626
Assessor / Recorder / County Clerk	45,540,080	46,214,380	48,529,001	5.01	48,834,593
Treasurer - Tax Collector	14,493,592	15,307,637	16,489,196	7.72	16,590,763
Chief Administrative Office	3,986,672	4,311,912	4,464,678	3.54	4,535,298
Auditor and Controller	25,628,882	28,015,277	29,955,318	6.92	29,927,361



## Appendix C: General Fund Budget Summary

### Expenditures by Department

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
County Technology Office	4,811,698	8,645,060	9,870,949	14.18	6,739,275
Civil Service Commission	412,766	563,318	619,976	10.06	592,548
Clerk of the Board of Supervisors	5,594,619	6,446,254	6,549,254	1.60	6,414,189
County Counsel	19,071,831	19,691,493	21,247,231	7.90	21,286,515
Grand Jury	511,630	570,283	583,462	2.31	568,195
Human Resources	18,234,661	19,527,623	21,859,300	11.94	20,813,819
CAC Major Maintenance	375,000	834,949	1,595,000	91.03	1,643,000
<b>Total - Finance and General Government Group</b>	<b>\$ 162,345,185</b>	<b>\$ 172,589,600</b>	<b>\$ 182,011,474</b>	<b>5.46</b>	<b>\$ 178,888,389</b>
<b>Finance-Other</b>					
Cash Borrowing Program	\$ 7,625,000	\$ 12,700,000	\$ 12,700,000	—	\$ 12,700,000
Community Enhancement	3,000,000	3,000,000	3,000,000	—	3,000,000
Community Projects	10,000,000	10,000,000	10,000,000	—	10,000,000
Contribution to County Library	3,550,000	3,550,000	3,550,000	—	3,550,000
Contingency Reserve General Fund	15,600,000	15,600,000	20,000,000	28.21	20,000,000
Contributions to Capital Outlay Funds	48,779,800	53,400,102	142,256,832	166.40	44,225,555
Countywide General Expense	76,700,945	45,154,886	77,174,193	70.91	183,974,610
Local Agency Formation Commission Administration	225,647	243,000	294,000	20.99	308,700
<b>Total - Finance Other</b>	<b>\$ 165,481,392</b>	<b>\$ 143,647,988</b>	<b>\$ 268,975,025</b>	<b>87.25</b>	<b>\$ 277,758,865</b>
<b>Total - All Groups/Agencies</b>	<b>\$ 2,869,567,681</b>	<b>\$ 2,943,885,514</b>	<b>\$ 3,245,202,143</b>	<b>10.24</b>	<b>\$ 3,221,163,924</b>



## Appendix C: General Fund Budget Summary

### Financing Sources By Category

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Taxes Current Property	\$ 561,625,756	\$ 400,483,230	\$ 499,278,406	24.67	\$ 530,661,181
Taxes Other Than Current Secured	56,150,000	272,986,635	357,481,537	30.95	382,177,324
Licenses Permits & Franchises	31,875,883	32,080,936	34,360,886	7.11	35,632,966
Fines, Forfeitures & Penalties	44,186,103	52,236,253	46,485,905	(11.01)	47,457,491
Revenue From Use of Money & Property	20,066,715	25,779,786	25,724,869	(0.21)	24,623,698
Intergovernmental Revenues	1,238,442,845	1,285,347,691	1,630,738,295	26.87	1,608,070,982
Charges For Current Services	243,640,575	254,049,599	263,559,437	3.74	270,674,785
Miscellaneous Revenues	28,186,338	21,748,168	22,938,675	5.47	22,908,129
Other Financing Sources	512,198,050	538,986,643	266,914,721	(50.48)	275,651,333
<b>Total Revenues</b>	<b>\$ 2,736,372,265</b>	<b>\$ 2,883,698,941</b>	<b>\$ 3,147,482,731</b>	<b>9.15</b>	<b>\$ 3,197,857,889</b>
Fund Balance & Reserve/Designation Decreases	133,195,416	60,186,573	97,719,412	62.36	23,306,035
<b>Total Financing Sources</b>	<b>\$ 2,869,567,681</b>	<b>\$ 2,943,885,514</b>	<b>\$ 3,245,202,143</b>	<b>10.24</b>	<b>\$ 3,221,163,924</b>

## Appendix D: Health & Human Services - Regional Operations



### Health & Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

#### Staffing by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Administration	47.00	49.00	48.00	(2.04)	48.00
Public Health Services	176.50	180.00	180.00	—	180.00
Family Resource Centers/Assistance Payments	1,442.50	1,453.00	1,402.00	(3.51)	1,402.00
Child Welfare Services	609.00	610.00	598.50	(1.89)	598.50
Welfare to Work/Employment Administration	116.00	109.00	97.00	(11.01)	97.00
California Children Services (North Central Region)	148.75	151.75	154.75	1.98	154.75
Child Care (East Region)	107.00	103.00	103.00	—	103.00
Community Action Partnership (Central)	14.00	14.00	13.00	(7.14)	13.00
Office of Violence Prevention (South)	3.00	4.00	4.00	—	4.00
<b>Total</b>	<b>2,663.75</b>	<b>2,673.75</b>	<b>2,600.25</b>	<b>(2.75)</b>	<b>2,600.25</b>

#### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
Regional Administration	\$ 6,056,625	\$ 6,011,380	\$ 6,044,824	0.56	\$ 5,974,824
Public Health Services	16,510,010	17,451,046	18,087,587	3.65	18,321,634
Family Resource Centers/Assistance Payments	286,727,811	294,599,681	283,605,345	(3.73)	282,403,899
Child Welfare Services	52,090,636	53,359,959	55,477,218	3.97	55,477,218
Welfare to Work/Employment Administration	25,088,107	24,317,805	14,587,555	(40.01)	14,805,905

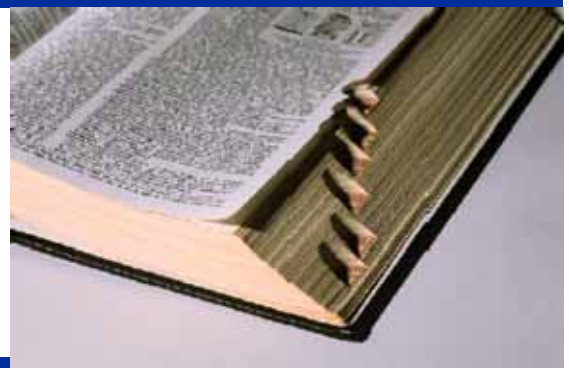


## Appendix D: Health & Human Services - Regional Operations

### Budget by Program

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Proposed Budget	% Change	Fiscal Year 2007-08 Proposed Budget
California Children Services (South Region)	15,364,765	16,585,750	18,156,856	9.47	18,642,457
Child Care (East Region)	53,495,524	44,446,509	44,127,779	(0.72)	44,127,779
Community Action Partnership (Central)	9,477,879	8,308,058	8,441,699	1.61	8,120,040
Office of Violence Prevention (South)	2,413,107	2,005,700	1,981,575	(1.20)	1,993,368
Total	\$ 467,224,464	\$ 467,085,888	\$ 450,510,438	(3.55)	\$ 449,867,124

## Appendix E: Glossary of Operational Plan Terms



**ACAO:** Assistant Chief Administrative Officer of the County. See description of CAO, Chief Administrative Officer

**Account:** A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the online Budgeting, Reporting, Analysis, Support System (BRASS).

**Activity:** A departmental effort that contributes to the accomplishment of specific, identified program objectives.

**Actuarial Accrued Liability:** Computed differently under different funding methods, the actuarial accrued liability generally represents the portion of the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date.

**Actuary:** A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide future benefits.

**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.

**Adopted Operational Plan:** The version of the Operational Plan that is formally approved and implemented by the Board of Supervisors after the proposed Operational Plan has gone through a process of public hearings, Change Letters for adjustments, and deliberations.

**Affordability Covenant:** A property title agreement that places resale or rental restrictions on a housing unit.

**Agency/Groups:** The Agency/Groups represent the five highest organizational units to which all County departments report. They include the Community Services Group (CSG), Finance and General Government Group (FG3), Health and Human Services Agency (HHSA), Land Use and Environment Group (LUEG), and Public Safety Group (PSG).

**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.

**Appropriation:** Legal authorization to make expenditures or enter into new obligations for specific purposes; money set aside for a specific purpose.

**Assessed Valuation:** The value of real estate for tax purposes. In San Diego, the assessed valuation of real estate is 100% of its full market value.

**Asset:** A resource owned or held by a government which has monetary value.

**Balance Sheet:** The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

**Balanced Scorecard (BSC):** Performance Measurement method based on linked financial and non-financial measurements in four perspectives: customer service, internal process, learning and growth (employee), and financial.

**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.

**Board of Supervisors (BOS):** The five-member, elected governing body of the County.



## Appendix E: Glossary of Operational Plan Terms

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**Bond:** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

**BOS:** See Board of Supervisors.

**BPR:** See Business Process Reengineering.

**Budget:** A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

**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.

**CAC:** County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

**CAFR:** See Comprehensive Annual Financial Report.

**California State Association of Counties (CSAC):** An organization that represents county government before the California Legislature, administrative agencies and the federal government.

**CalWORKs:** California Work Opportunities and Responsibilities to Kids Program. A welfare program that gives cash aid and services to eligible needy California families.

**CAO:** Chief Administrative Officer of the County. Lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group, who is referred to as the Group General Manager. These senior managers appoint Department Heads from whom authority flows down to the line staff in the departments. The CAO, ACAO, General Managers, and Department Heads form the Executive Team who provide policy based program and financial decision-making support to the Board and oversee the operation of 40 departments that provide a myriad of services to the region from health and human services to criminal justice programs, land use planning, public works, parks, libraries, animal control and voter registration services. They also manage the allocation of personnel, capital and budgetary resources within the County organization.

**Capital Assets Equipment:** Equipment includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons, and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

**Capital Assets/Land Acquisition:** These accounts include expenditures for the acquisition of land and buildings and improvements. Structures and improvements represent physical property of a permanent nature. Structures, improvement, and betterments of \$50,000 or more are budgeted in the appropriate capital asset account and capitalized. Those expenses under \$50,000 are not capitalized and are budgeted in the appropriate services and supplies account.





**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 Improvement Needs Assessment (CINA):** An annually updated five-year list of requested capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

**Capital Improvements Plan (CIP):** An annually updated five-year list of approved and funded capital projects.

**Capital Outlay Fund (COF):** This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of county-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

**Cash Flow:** The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

**CDBG:** See Community Development Block Grant.

**CFO:** Chief Financial Officer of the County.

**Charges For Current Services:** These accounts include assessment and tax collection fees, special assessments, auditing and accounting fees, communications services, election services, legal services, personnel services, planning and engineering services, purchasing fees, agricultural services, civil process fees, estate fees, humane

services, law enforcement services, recording fees, road and street services, health fees, mental health services, sanitation services, adoption fees, institutional care and services, educational services, library services, park and recreation fees, services and interfund revenue.

**CINA:** See Capital Improvement Needs Assessment.

**CIP:** See Capital Improvement Plan.

**Civil Service Commission:** A department in the Finance and General Government Group, whose mission is to protect the merit basis of the personnel system.

**CLERB:** Citizens' Law Enforcement Review Board. A department within the Public Safety Group that 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 and Probation Departments. The Review Board is also able to investigate, without complaint, the death of any person while in the custody of the Sheriff's and Probation Departments.

**COF:** See Capital Outlay Fund.

**COLA:** See Cost of Living Adjustment.

**Community Development Block Grant:** A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

**Comprehensive Annual Financial Report (CAFR):** Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the



government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

**Contingency Reserve:** Appropriations set aside to meet unforeseen economic and operational circumstances.

**Cost of Living Adjustment:** An annual adjustment in wages to offset a change (usually a loss) in consumer purchasing power.

**Credit Rating:** A rating determined by a rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch, and Moody's.

**CSAC:** See California State Association of Counties.

**CSC:** See Civil Service Commission.

**CTN:** County Television Network - the County's television station, which broadcasts Board meetings and programs of community interest.

**Current Assets:** Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

**Current Liabilities:** Liabilities that are expected to be liquidated with current financial resources.

**CWS:** Child Welfare Services. The CWS Program in the Health and Human Services Agency provides services to protect children and preserve families. In addition to child protective services, CWS administers a temporary emergency shelter for children, a residential education campus for foster children, foster care programs, and adoptions program.

**DA:** District Attorney. An elected official in the Public Safety Group. The Office of the District Attorney is defined by Government Code 26500 as the public prosecutor whose responsibility it is to attend the courts and conduct all prosecutions for public offenses on behalf of the People.

**DCAO:** Deputy Chief Administrative Officer or Group General Manager. See CAO, Chief Administrative Officer for a description.

**Debt Service:** Annual principal and interest payments that local government owes on borrowed money.

**Debt Service Fund:** Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

**Debt Service Fund Requirements:** The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

**Debt Service Requirements:** The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

**Department:** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

**DIBBS:** See Do It Better By Suggestion.



**Do It Better By Suggestion:** DIBBS is administered through the Department of Human Resources. The program recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

**DPW:** Department of Public Works. A department in the Land Use and Environment Group that 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; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

**Employee Benefits:** The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. It includes not only services financed primarily by user charges but also any activity which has significant potential for user-charge financing and which the governing body decides should be treated as a commercial enterprise.

**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.

**ERP:** See Enterprise Resource Planning.

**Estimated Revenue:** The amount of revenue expected to accrue or to be collected during a fiscal year.

**Expenditure:** Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**Expenditure Transfers & Reimbursements:** These accounts, which are shown as decreases in expenditures, are transfers of costs between budget units in the same governmental type fund. For example, one general fund department provides a service to another general fund department. The receiving department has revenue that is not available to the providing department to offset the cost. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

**Fines, Forfeitures & Penalties:** These accounts include vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

**Firestorm 2003:** A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.



**Fiscal Year (FY):** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The difference between fund assets and fund liabilities of governmental and similar trust funds. Fund Balance amounts expected at year end may be used in the budget by Group or department for the upcoming year as a funding source for one-time projects/services. Expected fund balance is most often used for projects not completed and re-budgeted in the new year.

**FY:** See Fiscal Year (July 1 - June 30).

**GAAP:** See Generally Accepted Accounting Principles.

**GASB:** See Governmental Accounting Standards Board.

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

**General Management System (GMS):** The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

**General Manager:** A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group. See CAO, Chief Administrative Officer for additional description.

**General Obligation Bonds:** Bonds backed by the full faith and credit of government.

**General Purpose Revenues:** Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. General Purpose Revenues are controlled by the Board of Supervisors and may be used for any purpose that is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects.

**General Revenue Allocation:** Each year, based on the principles of the GMS, the CAO, in conjunction with the General Managers and Chief Financial Officer (CFO), determines how much General Purpose Revenue will be allocated to each Group/Agency for the two years of the Operational Plan. The allocations are based on decisions made relative to the five-year Strategic Plan and Financial Forecast and are subject to Board approval. (May also be referred to as net county cost.)

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**Geographic Information System (GIS):** A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

**GFOA:** See Government Finance Officers Association.



**GIS:** See Geographic Information System.

**GM:** See General Manager.

**GMS:** See General Management System.

**Governmental Accounting Standards Board (GASB):** The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Government Finance Officers Association (GFOA):** A nonprofit professional association serving government finance professionals throughout North America.

**Grant:** Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose, activity or facility.

**Group:** An organizational unit of the County, headed by a General Manager, incorporating several Departments. See Agency/Group for a listing of the Groups.

**HCD:** See Housing and Community Development.

**Health and Human Services Agency:** The Agency includes six regions reported in Regional Operations, Public Health Services, Aging and Independence Services, Child Welfare Services, and Behavioral Health Services which includes Children's Mental Health Services, and Adult and Older Adult Mental Health Services, and Alcohol and Other Drug Services.

**HHSA:** See Health and Human Services Agency.

**Housing and Community Development:** A department in the Community Services Group that runs service programs to improve neighborhoods by assisting low-income residents, increasing the supply of affordable, safe housing and rehabilitating both business and residential properties in San Diego County.

**Housing and Urban Development, Department of (HUD):** A federal department that administers grants addressing the needs of housing for low income families.

**HUD:** See Housing and Urban Development, Department of

**IAR:** Information, Assessment and Referral.

**Information Technology:** A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

**Interfund Transfers:** The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenues:** These accounts include: State revenues for aviation, highways user tax, motor vehicle in-lieu tax, other in-lieu taxes, public assistance administration, health administration, California Children's Services, cerebral palsy, mental health, tuberculosis, health, agriculture, civil defense, construction, corrections, county fairs, disaster relief, veterans' affairs. Homeowner's property tax relief, Proposition 172 Public Safety Funds, Citizens Option for Public Safety (COPS), and other amounts received from the State. Federal revenues for public assistance administration, public assistance programs, health administration, construction, disaster relief, forest reserve, grazing fees, in-lieu taxes, other governmental agencies, and other amounts received from the Federal agencies.

**Internal Service Fund (ISF):** A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

**ISF:** See Internal Service Fund.

**IT:** See Information Technology.

**Joint Powers Agreement:** A contractual agreement between a city, county, and/or special district in which services are agreed to be performed, or the county agrees to cooperate with or lend its powers to the other entity.

**JPA:** See Joint Powers Agreement.



**Kids Health Assurance Network (KHAN):** A community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage, which is administered by the Health and Human Services Agency.

**Lease:** A contract granting use or occupation of property during a specified time for a specified payment.

**Licenses Permits & Franchises:** These accounts include animal licenses, business licenses, permits, and franchises.

**Line-Item Budget:** A budget format 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 such as Salaries and Benefits, Services and Supplies, Capital assets, etc.

**Local Agencies:** Groups responsible for providing services in a community.

**LUEG:** Land Use and Environment Group.

**Managed Competition:** A system in which County departments compete with private sector to deliver services that is intended to help 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.

**Management Reserves:** Management Reserves is an expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or

department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

**Miscellaneous Revenues:** These accounts include other sales, tobacco settlement, and other monetary donations from private agencies, persons, or other sources.

**Mission:** The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "to 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."

**MSCP:** See Multiple Species Conservation Program.

**Multiple Species Conservation Program:** This program will preserve a network of habitat and open space, protecting bio-diversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

**NACo:** See National Association of Counties.

**National Association of Counties:** An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

**Objects (Line Items):** A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

**Obligor:** The person responsible for paying a debt or obligation.



**Operating Statement:** A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

**Operating Transfers Out:** Operating transfers result when one fund provides a service on behalf of another fund. The requesting fund budgets the amount required by the other fund to provide the service in the account "Operating Transfers Out". The fund providing the service budgets the estimated expenditures for the service and the corresponding funding in one of the Other Financing Sources revenue accounts. Operating Transfers are not used when a service is to be provided by an ISF. In that case, the Department requesting the service budgets the expenditure in the services and supplies account corresponding to the type of ISF service requested. The ISF Department providing the service budgets the appropriate expense account.

**Operational Plan Adjustment:** A revision of the Adopted Operational Plan approved by the Board of Supervisors as required by State Law. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget modifications occur throughout the fiscal year as spending priorities and funding changes.

**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 commonly known as a program budget. The Operational Plan is prepared to facilitate the Board of Supervisors decision-making process, and to report the decisions made. Operational Plan documents are available to the public on the County's website.

**Ordinance:** A regulation, an authoritative rule, a statute.

**Other Charges:** These accounts include support and care of other persons (such as assistance payments), judgments and damages, contributions to non-County governmental agencies, and inter fund expenditures.

**Other Financing Sources:** These accounts include capital assets, long-term debt proceeds, and other financing sources not listed in the other categories. No similar category exists in business accounting.

**Parkland Dedication Ordinance (PLDO):** A mechanism for funding local parks.

**Performance Management (PM):** System that utilizes key performance indicators in the Balanced Scorecard 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:** See Parkland Dedication Ordinance.

**PM:** See Performance Management. Also Particulate Matter as referenced in Performance Measures.

**Program:** Group activities, operations or organizational units directed to attaining specific purposes or objectives.

**Program Revenues:** Revenues generated by programs and/or dedicated to offset a program's costs.

**Proprietary Funds:** Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

**Public Hearings:** Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

**Real Property Transfer Tax (RPTT):** A tax assessed on property when ownership is transferred.

**Rebudget:** To include funds for a project or services budgeted in the previous year but not spent within that year.



**Request for Proposal (RFP):** An official request for proposals to be submitted to the County to perform specified services.

**Required Disciplines:** The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintain a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include fiscal stability; customer satisfaction; regional leadership; skilled, competent workforce; essential infrastructure; information management; accountability/transparency; continuous improvement.

**Reserves:** Funding for nonrecurring, unanticipated expenditures. These accounts are used for contingency reserves. Each fund may have one contingency reserve.

**Reserve/Designation:** Fund balance that is set aside for a particular purpose or as a general reserve. Reserves/Designations are sometimes reduced in the budget to add to available operating balance to support designated one-time expenses. While Reserve/Designation increases appear as expenditure accounts in the Operational Plan, they appear as set-asides of fund balance in the County's financial system.

**Residual Equity Transfers:** Nonrecurring or nonroutine transfers of equity between funds.

**Revenue From Use of Money & Property:** These accounts include investment income, rents and concessions, and royalties.

**RFP:** See Request for Proposal.

**RPTT:** See Real Property Transfer Tax.

**Salaries and Benefits:** These accounts include Salaries and Wages, Retirement, Employee Group Insurance, Worker's Compensation Insurance, and Other Benefits.

**SANCAL:** San Diego County Capital Asset Leasing Corporation. A non-profit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to finance the acquisition of County buildings and equipment.

**SanGIS:** San Diego Geographic Information System. A joint powers agreement program in the Land Use & Environment Group.

**SDCERA:** San Diego County Employees Retirement Association.

**Securitization:** A process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment.

**Services and Supplies:** These accounts include personal, business, office, agricultural, and information technology expenses, minor equipment, and maintenance.

**Special District:** An area in which a government is set up to perform a specific function, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Staff Year:** In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff-years required to provide a service.

**Strategic:** Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.





**Strategic Initiatives:** Major Projects that move the County and partners toward achievement of part of a particular goal. The County's three initiatives are: Kids (Improve opportunities for children), The Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and Safe and Livable Communities (Promote safe and livable communities).

**Tactics:** The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

**TANF:** Temporary Assistance to Needy Families.

**Tax and Revenue Anticipation Notes (TRANs):** Short-term, interest-bearing notes issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

**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). California administers TANF in the CalWORKs Program.

**TOT:** See 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:** See Tax and Revenue Anticipation Notes.

**Transient Occupancy Tax (TOT):** A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility.

**Trust Fund:** Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

**Unfunded Actuarial Accrued Liability (UAAL):** The excess, if any, of the actuarial accrued liability over the actuarial value of assets. In other words, the present value of benefits earned to date that are not covered by plan assets. Commonly used in pension fund discussions. See also Actuarial Accrued Liability.

**Unreserved/Undesignated Fund Balance:** The portion of governmental fund balance that is not committed, reserved, or designated for specific purposes such as paying existing contracts, purchase orders, debt service, or a variety of other liabilities. May serve as a useful measure of a government's net resources available for spending at the end of a fiscal year.

**Upper San Diego River Improvement Project Area:** A redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community.

**USDA:** United States Department of Agriculture.

**USDRIIP:** See Upper San Diego River Improvement Project.

**Vision:** The image that an organization aspires to be. A picture of future desired outcomes. The County's vision is "A County government that has earned the respect and support of its residents."

